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**SAN JOSE MODEL CITIES PROGRAM
MID-YEAR PLANNING REPORT 1970**

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THE CITY OF SAN JOSE
MODEL CITY MID-YEAR
PLANNING REPORT

PART 1

DESCRIPTION OF THE PLANNING PROCESS

FOREWORD

The geographic boundaries for the Model Neighborhood (MN) shown on Map I, were selected by the City of San Jose because the districts encompassed have urgent need for remedial action on basic urban problems as well as unique qualifications to respond successfully to corrective action programs. The Model Neighborhood's principle asset is that it is small enough to be comprehensible while still large enough (estimate 40,000 population) to have a major impact on the city as a whole.

Four identifiable districts lie within the Model Neighborhood. The Gardner Area is located in the eastern portion of the Neighborhood. The Olinder Area is located in the central portion of the area while the Tropicana Area is in the southeastern portion of the Model Neighborhood. The Mayfair Area is located in the northeastern portion of the Model Neighborhood.

In the upcoming sections of this report, the reader will find a description of the prevailing MN conditions and the proposed plans to upgrade the total environment of the target area. This upgrading will contribute significantly to the lives of the MN residents as well as providing a better balanced and overall healthier atmosphere to the City of San Jose.

2

March, 1969

0 500 1000 1500

Scale in Feet

Prepared By:

San Jose
City Planning Dept.
San Jose, Calif.

MODEL NEIGHBORHOOD SAN JOSE DEMONSTRATION CITY PROGRAM



ЧИТАЙ И УДОЛЮ
СЛОВО ЧИТАЮЩЕГО ЧЕЛОВЕКА



Министерство
образования и науки Российской Федерации

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1- DESCRIPTION OF THE PLANNING PROCESS

1-1 INTRODUCTION

Joint planning by Model Neighborhood residents and agency personnel, with overall coordination by the City of San Jose, presents an innovative point of departure from "business-as-usual" in attempting to find workable solutions to problems which are concentrated in the Model Neighborhood Area.

San Jose's Comprehensive Demonstration Program stresses the development of definite objectives with measurable results which can have substantial impact in the target area.

The City Demonstration Agency was created in March, 1968, to structure the Model Cities organization, bringing together the "residents participation" group and professional personnel from the agencies having major responsibility in local urban affairs.

The two primary elements in the resulting Model Cities structure are as follows:

Residents' group - Model Cities of San Jose, California, Inc.
(MCSJ, Inc.)
Agency group - City Demonstration Agency (CDA)

The residents' staff (MCSJ, Inc.) and the agency staff (CDA), working together with Problem Area Teams (Task Forces), provide the primary planning input into the Comprehensive Program, subject to review and approval of the Directors of MCSJ and of the City Council, prior to submission to the Department of Housing and Urban Development (HUD).

Widespread involvement of all sectors of the community-at-large is being sought in order to insure the maximum possible utilization of local expertise in the planning process, as well as maximum understanding and support of the ensuing programs.

1-2 PLANNING METHOD

In order to secure comprehensive planning with maximum citizens participation, the City of San Jose selected six major "problem areas", with a Task Force (Problem Area Team) made up of Model Neighborhood Area residents, MNA employees, and agency employees (City, County and School District) to analyze each "problem area". The "problem areas" selected as being appropriate for providing a definitive picture of neighborhood conditions are as follows:

1. Youth and Education
2. Health and Welfare
3. Law and Police
4. Jobs/Job Training and Economic Development
5. Communication and Representation
6. Housing and Environment

1-3 MODEL CITIES ORGANIZATION

Chart 1 indicates the primary elements (personnel) included in the joint, comprehensive planning. Technical assistance has thus far been provided by advisory groups, representing necessary diverse technical disciplines needed within each task force.

1-4 PLANNING PARTICIPANTS

Identification of major problems, causes, objectives and strategy along with assignment of priorities, has been accomplished through the joint efforts of the Task Forces, MCSJ, Inc., industry personnel and the CDA.

Through bi-monthly community meetings, the Task Forces have received the input of NMA residents, public and quasi public agencies, as well as technical assistance from diverse ages and interests.

The Housing and Environment Task Force has also been assisted by the consulting firm, Williams and Mocine, by contract with the City of San Jose. The CDA has been provided extensive consultant service in program evaluation and management methodology by loaned personnel from Lockheed Missile and Space Company. Paid resident consulting assistance, limited thus far, is expected to be expanded in the future.

Interests of the aged residents of the MNA are introduced through "Project Outreach," a City of San Jose Recreation Department program (HEW funded), which is specifically aimed at solving the problems of the aged in the MNA.

The City, County, and School Districts have provided the necessary backup for the CDA in the form of local cash and in-kind planning resources considerably in excess of HUD requirements. A City Council Sub-committee for Model Cities has been appointed by the Mayor in order to expedite the flow of information between the CDA and City Council. The City Council has conducted extensive negotiating sessions with the Model Neighborhood organizations regarding citizens participation. The City Manager has, through his office, provided city departments' support and overall assistance to the CDA administration and has extended all support requested. City staff meetings for Model Cities information have been sponsored by the Manager. The Mayor has used his office to support and encourage the Model Cities effort to the maximum; he has provided counsel with respect to citizens' participation problems as these have arisen.

Public and private agencies have been actively involved in Task Force planning as members of Task Force Advisory Committees, having been recruited by the CDA Specialists as volunteer advisors. All of the above participants will continue their involvement. Their participation is expected to expand as specific programs and projects are considered for inclusion into the final submission.

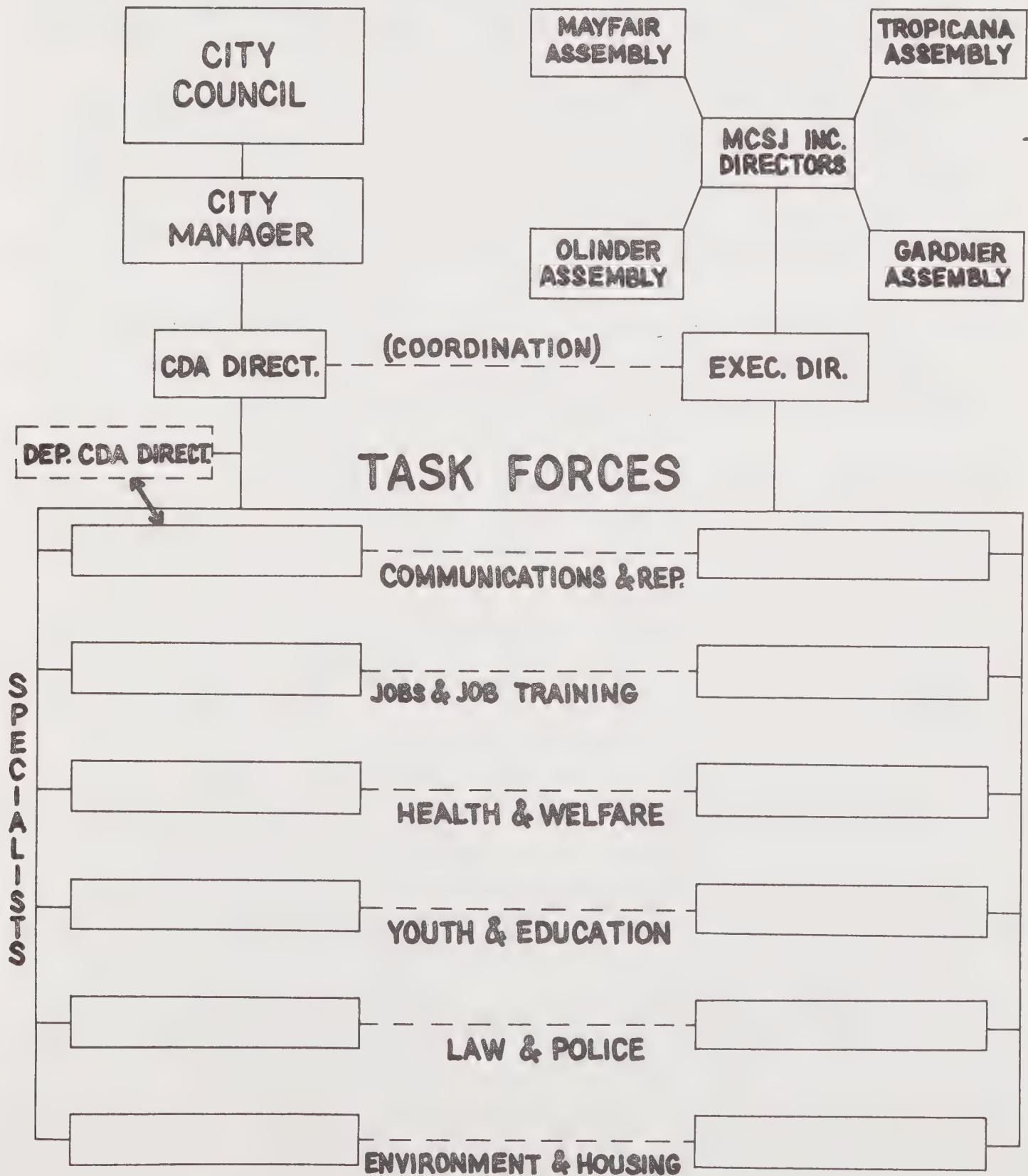
A new "Team," the "Project Integration Team," is to be initiated which will engage in "finalizing" and "polishing" each project after a preliminary project plan has been drafted by the CDA/MCSJ staff. In addition to CDA/MCSJ

CHART 1

ORGANIZATION

CITY OF SAN JOSE
City Demonstration Agency

MODEL CITIES OF
SAN JOSE, CALIFORNIA



staff membership, the Project Integration Team will consist of an attorney, CDA planner, CDA budget officer, data systems member, and an implementing agency membership which will vary depending upon the project involved.

The Interagency Coordinating Committee, which will coordinate agency activities that overlap and/or require joint planning and joint implementation, will be activated as soon as sufficient information regarding specific projects or programs is available. This information will be forthcoming within a short time after completion of the Mid-Term Plan.

"Resident" participation continues at a high degree at the Problem Area Task Force level, which obviously is the most important level in the planning process, since this is where the people can influence the program to the greatest extent. Thus far, in each Task Force, agreement has been reached as to Major Problems, Objectives, and Priorities. The CDA has not overpowered the residents in these findings and for this reason, we do not expect future confrontation because of lack of resident participation. As projects and strategies are decided upon for the First Year Action Program, the same amount of resident participations will be encouraged and expanded where possible.

Technical assistance, with respect to citizens' participation, has been very limited, except for assistance regarding staff interrelationship training to the CDA/MCSJ staff. This training is provided through EOC and a resident consultant. The Urban Extension Department of UC Santa Cruz is presently attempting to draw up a Citizens Participation Training Program and is seeking funding sources.

Community-wide participation has thus far been limited only by the program's ability to absorb the great amount offered. A partial list of community-wide technical assistance presently being utilized follows. These have principally been participants in the Task Force Advisory Committees referred to previously.

California Area Manpower
Redevelopment Agency
Bay Area Construction Opportunities Program
Lockheed Missiles & Space Company
Santa Clara County National Alliance of
Business Men
Central Labor Council Service Employees
Union, Local 77
Division of Business San Jose State College
E.O.C. Council on Aging
Industrial Relations Carl N. Swenson
Cannery Warehouseman Food Processors
Drivers & Helpers, Local Union #679
IBM, Systems Manufacturing Division
Robert Smith Memorial Cultural Foundation
Santa Clara County Planning Department
San Jose Redevelopment Agency
Earle C. Lewis, Architect
William Spangle & Association AIP
Better Business Bureau
Mr. William McElhinney, Architect

San Jose Housing Authority
Santa Clara County Housing Authority
Coalition Against Poverty
San Jose Better Housing Committee
Committee on Urban Planning Curriculum
The Association of Metro San Jose
American Society of Civil Engineers
Builders Association of Santa Clara-
Cruz Counties
San Jose Urban Coalition
San Jose City Planning Department
San Jose Public Works Department
San Jose Housing & Community
Development Department
San Jose Park & Recreation Department
Porter, Jensen Architects
San Francisco Savings & Loans
San Jose City College
East Side Union High School District
Alum Rock School District
Santa Clara County School Department

Housing Development, EOC
State Department of Public Works
Decision Systems, Inc.
Health Facilities Planning
Health Planning Association
Consumers Health Project
U. C. Santa Cruz, Urban Extension
Santa Clara County Health Department
School of Health Sciences San Jose
State College
City of San Jose Parks & Recreation
Senior Citizens Project
Santa Clara County Welfare Department
Adult Probation
State Parole E. Community Services Division
Youth Services
San Jose Police Department
Police Athletic League
Judge, Municipal Court
Legal Aid Society of Santa Clara County
Mr. Hector Moreno, Attorney
Mr. Robert Lawson, Attorney, S.C.

Woodrow Wilson, Junior High School
Sacred Heart Church
San Jose State College Education
Department
San Jose Unified School District
University of Santa Clara
Radio Station KXRX
San Jose Mercury and News
Suburban Newspapers
KNTV Television Station
Public Relations San Jose State
College
Radio Station KLIV
Inter-American Agency
El Excentrico Magazine
Television Station KGSC TV
Human Relations Commission
Mexican-American Services Agency
S.C.C.S.O. Community Relations
Attorney, District Attorney's Office
Attorney, Public Defender's Office
Attorney, City Council Member

1-5 CITIZENS PARTICIPATION

The Citizens Participation structure illustrated in Chart 1 provides for a MNA staff primarily hired from among residents of the MNA. Pending a contract between the City of San Jose and MCSJ, a series of City Resolutions enables the Board of Directors of MCSJ to employ staff personnel without being subjected to Civil Service requirements. These arrangements also provide for pay and reimbursement for resident participation.

The role of MCSJ is primarily one of assuring maximum citizens participation in the Comprehensive Demonstration Program while working in cooperation with the CDA staff in the formulation of said plan.

1-5.1 NEIGHBORHOOD STRUCTURE

The MNA citizen participation structure resulted from an election conducted by the City of San Jose with the assistance of the League of Women Voters of Santa Clara County. Neighborhood Assembly Delegates for each of the four neighborhoods were elected with only two eligibility requirements: (1) residency in neighborhood, and (2) minimum age of 21 years (by-law change pending for 18 year old eligibility).

The Neighborhood Assemblies are Mayfair, Tropicana, Olinder and Gardner. Each area is eligible to have 36 delegates and to select two members to the MCSJ Board of Directors. Mayfair, the original Model Neighborhood, was allowed six Directors by agreement with the other MNA assemblies. The Neighborhood Assembly Delegates represent the residents of each of the four districts and have been appointed to the problem area teams in the ratio of six delegates from each neighborhood to each of the six problem area teams. Each assembly has

established by-laws and officers to conduct meetings within its own neighborhood for the purpose of assuring and enhancing participation in the program.

The 12 member Board of Directors (MCSJ) is the policy making body of the citizens participation structure, and conducts and directs its affairs. It represents the MNA residents in negotiations with the City of San Jose and all other agencies, and provides a neighborhood staff to work jointly with the CDA staff.

1-5.2 NEIGHBORHOOD STAFF

The staff of MCSJ is administered by the Executive Director, and includes secretarial, clerical and community representatives. Each of the six community representatives is a member of a problem area team (Task Force) and works cooperatively with a CDA staff specialist assigned to each task force.

1-6 PLANNING YEAR TASK FLOW

Chart 2 indicates the method in which the Comprehensive Demonstration Program is being developed. The Mid-Term Plan has undergone the process as described, including review and approval by both the Directors of MCSJ and the City Council. MNA problems, causes, linkages, and objectives have been considered and are synthesized in the Mid-Term Plan as a result of combining the information which has emerged thus far from the herein described process.

Each Problem Team has the following responsibilities:

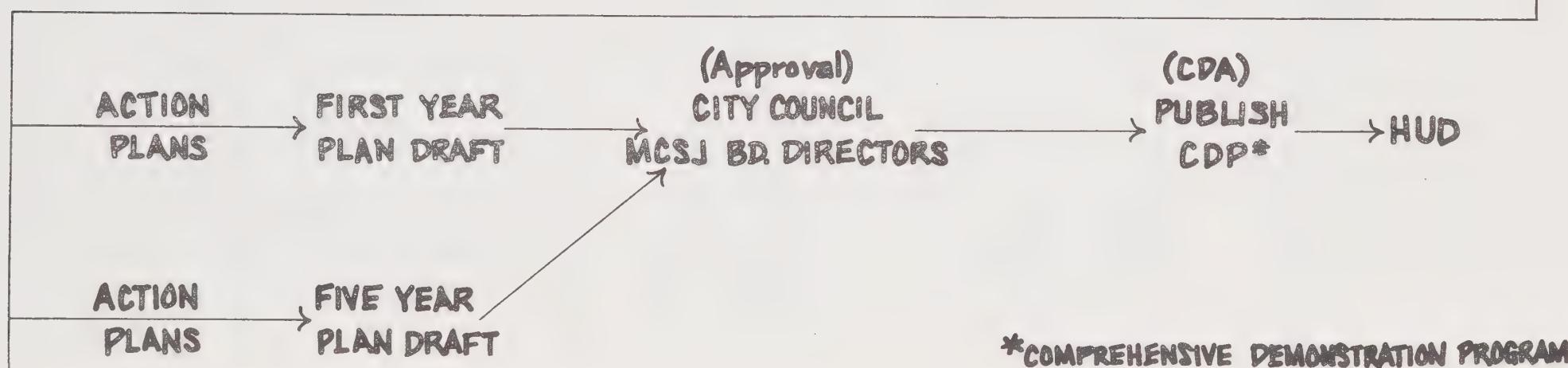
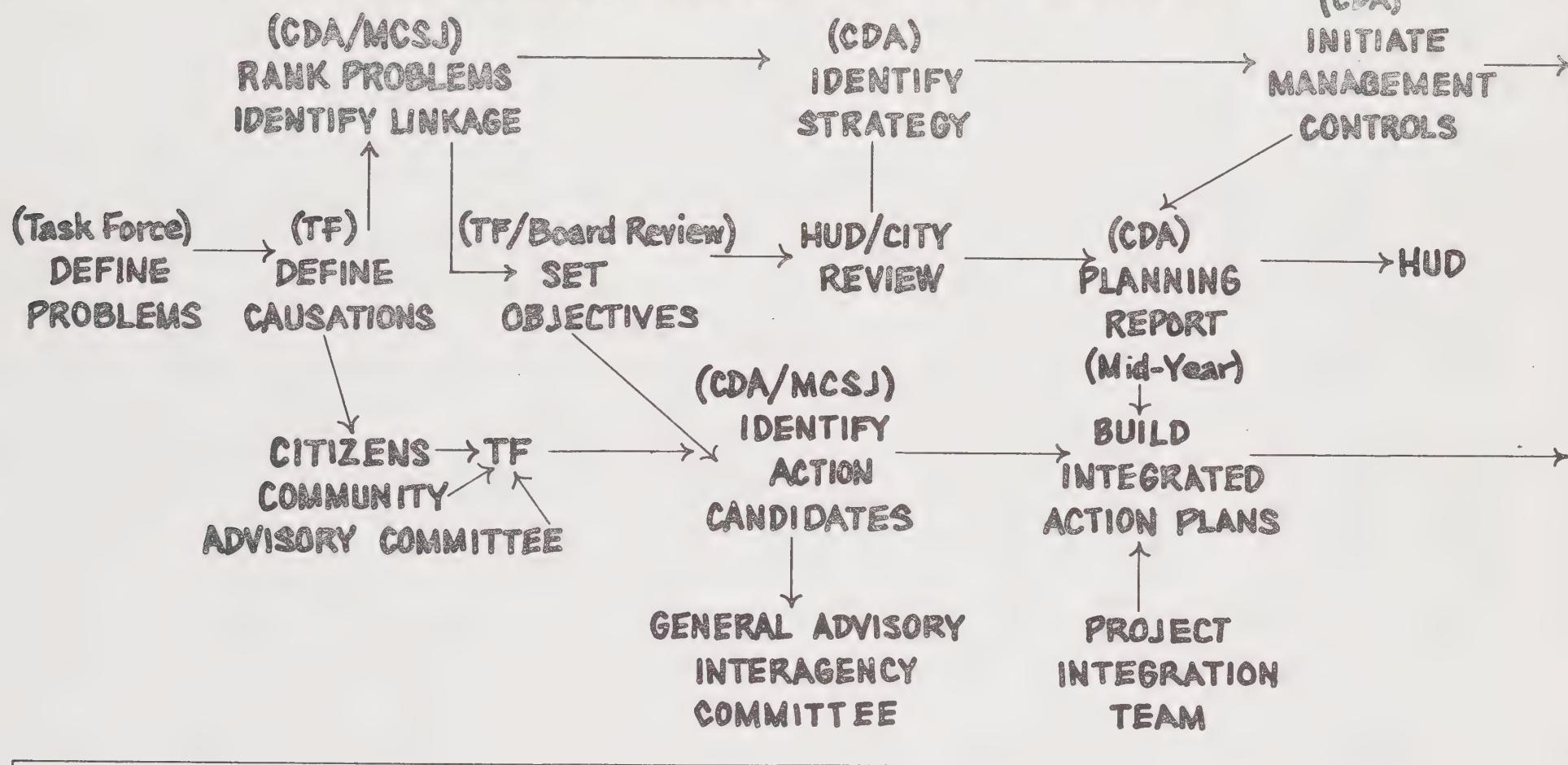
- A. Review and complete the neighborhood problem analysis within its team area of responsibility.
- B. Upgrade statistical data as required.
- C. Describe objectives in its area of responsibility.
- D. Determine priorities in its area of responsibility.
- E. Complete specific "Action Proposals."

All Task Forces have completed the above responsibilities, A through D, as required at the Mid-Term. A joint MCSJ/CDA staff team has analyzed the problems, causes, linkages and objectives, from each of the Task Forces, and has recommended priority objectives from among all of them. These have been approved by the Directors of MCSJ as well as the City Council and are described in Part 3. Thus far all elements of coordination have operated reasonably well; all have fully participated in program development.

A coordination problem remaining at this state is the lack of full-time assistance to the CDA from the County Welfare Department. This, however, will be solved since the County Board of Supervisors have moved officially to San Jose, and this will be implemented momentarily.

CHART 2

PLANNING YEAR FLOW CHART



to an OEO proposal to terminate the local EOC, assistance and coordination has been limited to assistance in community participation.

The State of California, through the Lt. Governor's office, has provided assistance to the CDA, particularly in the field of Housing and Criminal Justice. The above office continues support regarding program approaches and possible funding sources. All Task Forces will continue to use the above state coordinating office and are expected to expand the use of this most necessary state assistance.

1-8 LINES OF COMMUNICATIONS

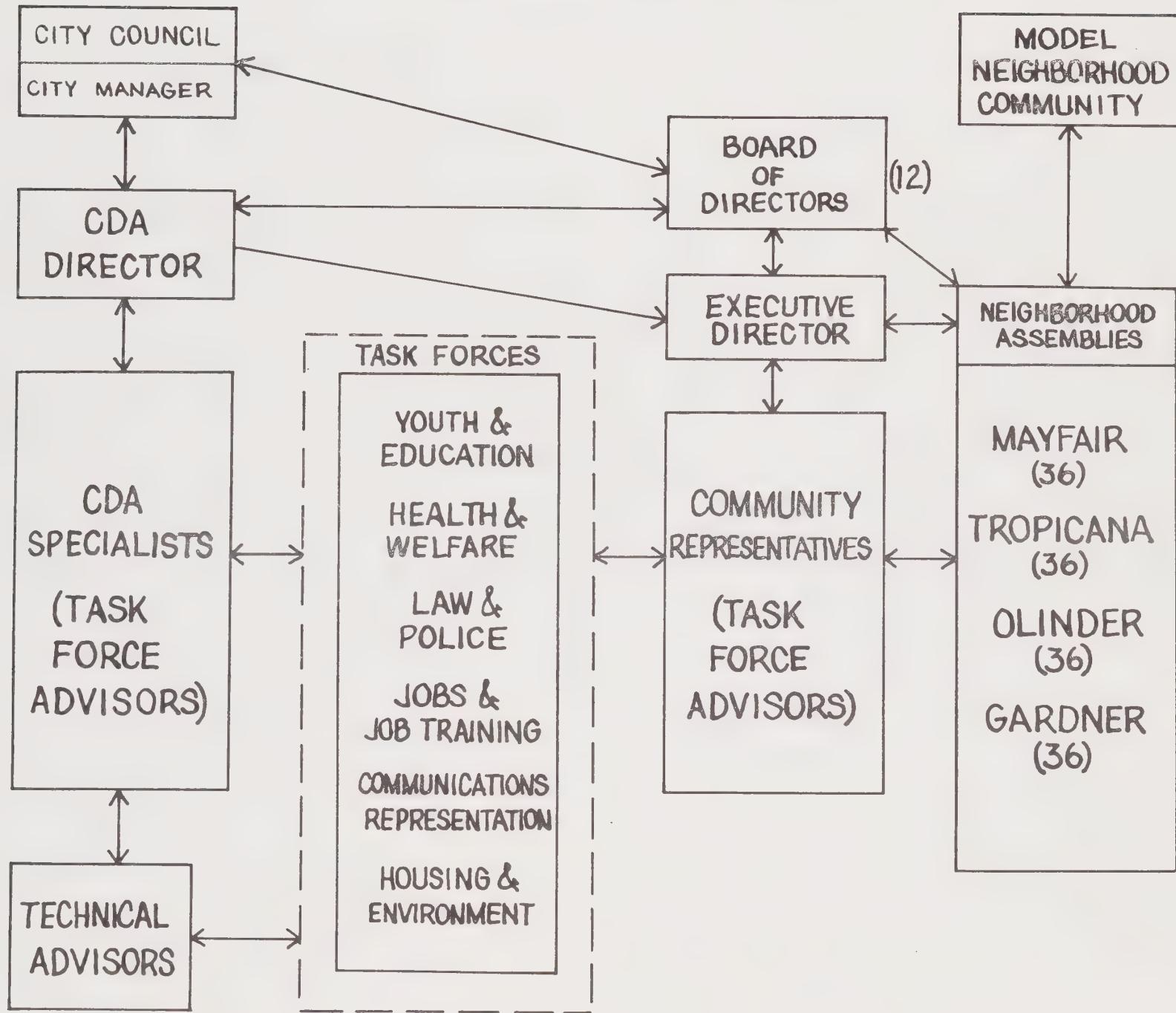
The Communications and Representation Problem Analysis fully described in Part 2, points out the poor or non-existent communication channels between the "establishment" and the Model Neighborhood community residents. It is important also to note that the communication system must work in both directions, that is, to the community and from the community. The Model Cities structure, as designed, requires that information be transmitted in both directions in order to function effectively, as shown on Chart 3. Upon receipt of the planning grant, the city proceeded to hold a secret ballot election in the neighborhoods to elect assembly delegates. These delegates, in turn, voted a 12-member Board of Directors to be their executive committee to handle the necessary business of their organization.

Since each Board member is also a member of a neighborhood assembly, there is direct communication between the general assemblies and their executive committee. The assembly delegates also constitute the six community "task forces," those committees set up to analyze and develop programs in each Model Cities problem area. The Board of Directors has hired an Executive Director and a staff to assist the neighborhood and the CDA in developing a comprehensive program. The community organization staff work as team members with the CDA staff and assure that the community resident's viewpoint is included in program planning. Thus the lines of communication from the neighborhood are open to the professional personnel working on the program.

The CDA has direct communication with the city's top authoritative body, the City Council. In fact, the Council has designated a three member liaison committee to better interface with the Model Cities Program. The CDA Director, inasmuch as he is part of the City Manager's staff, coordinates with other city departments in a routine and effective manner. The CDA staff is in constant communication with the community staff since they work as a team, and the CDA staff meets at least twice a month with the task forces in formal meetings. Past performance has shown that the CDA staff often meets once a week with their task forces in formal meetings and sometimes daily, as special committees are formed to explore new ideas. Technical advisory groups made up of professional personnel from related fields (i.e., law enforcement, city planners, welfare administrators, etc.) transmit and receive ideas from the community task forces and to the CDA staff. Also, the lines of communications are used between the City Council and the Board of Directors, the CDA Director and the Executive Director, and of course, from staff to staff. Keeping these lines of communications open is a vital key to the success of the program. Our goal is not just to keep them open, but to learn to use them even more effectively.

LINES OF COMMUNICATIONS

Chart 3



PART 2

SUMMARY OF
MODEL NEIGHBORHOOD CONDITIONS
(PROBLEM ANALYSIS)

2-1 INTRODUCTION

As indicated in Part 1 of this report, the City of San Jose has organized its Model City Study Program into six study areas, with a task force made up of city employees and local citizens to analyze each area. Following the completion of the data gathering process by each task force, and initial analysis of neighborhood conditions, full and detailed working reports were issued. These reports are identified as follows:

<u>Report Title</u>	<u>Full Working Report No.</u>	<u>Identification This Report</u>
Youth and Education	SJCDA 2-169	2-2.1
Health and Welfare	SJCDA 2-269	2-2.2 2-2.2.1 2-2.2.2
Jobs and Job Training	SJCDA 2-369	2-2.3
Police and Community Relations	SJCDA 2-469	2-2.4
Communications and Representation Communications Representation	SJCDA 2-569	2-2.5 2-2.5.1 2-2.5.2
Environment and Housing M.N. Environment (Physical) Parks & Recreation Transportation Housing	SJCDA 2-669	2-2.6 2-2.6.1 2-2.6.2 2-2.6.3 2-2.6.4

As problem analysis of neighborhood conditions is a continuous activity, these working reports will be updated and reissued on a periodic basis. Each update has the potential of modifying and improving the M.N. primary objectives, program plans and projects.

Section 2-2 is a synopsis of these working reports which can be utilized as a guide toward understanding the logic and reasoning for San Jose's ranking of objectives. This synopsis has been prepared specifically for high visibility and identification of problems and causes. Should additional information and statistics be desired, reference should be made to the applicable working report.

Additionally, it is important to remember while reviewing the problem analysis data, that these are the conditions the citizens believe to exist. The individual reader may detect problem omissions, invalid causation, etc., however, such observations do not detract from or invalidate the expressed concern of the citizens.

2-2.1 YOUTH AND EDUCATIONINTRODUCTION

Despite any seemingly sound rationalizations which can be given, the fact remains that the percentage of minority group youngsters "making it" in school is significantly less than the percentage of the majority. The statistics clearly show that in relation to the total population of minority group children, a disproportionate number manifest this fact by being in the bottom track or group, in EMR classes, suspended, expelled, pushed or dropped out. Consequently, the data indicate that proportionately too few go beyond high school, that too few hold more than entry level positions in the work world, and too many are encountering difficulties with law enforcement authorities. It follows that too few minority group youngsters are available to enter the teaching ranks to assist in breaking the failure cycle which exists.

The need for new types of in-service and pre-service training programs for professional education seems obvious. The majority of educators are probably not prejudiced, but latent racism, which is widespread and allowed to remain, greatly contributes to the failure/hostility syndrome among minority group young people. The educational significance of this fact is borne out by studies, such as Rosenthal's in San Francisco.

Time away from school and the job in the MN has seemingly caused insurmountable problems for the total community. Not only are the recreational and educational programs lacking, but other types of useful activities that people normally have at their disposal are non-existent in the MN.

PROBLEM A - STAFFING

Many of the professional staffs in the Model Neighborhood schools are not sensitive to the problems of the community.

CAUSES

1. Tracking System - The tracking system in the high school tends to funnel Mexican-American and Black students into non-professional types of work.
2. Teacher Shortage - There is a shortage of experienced, properly trained and motivated teacher and health aides to serve the Model Neighborhood community.
3. Training Costs - The cost of teacher training is prohibitive for most MN students.
4. Inadequate Recruiting - Teacher Training Institutions are not recruiting or training a sufficient number of Mexican-American or Black teachers to satisfy the needs of the Model Neighborhood.

5. Lack of Incentives to Hold Staffs - Ineffective incentives are given to present or prospective teachers to encourage them to teach in the Model Neighborhood.
6. Inadequate In-Service Programs - Most in-service programs (and these are few in number) offered to the teachers, counselors and administrators in the Model Neighborhood do not place sufficient emphasis on helping them become more aware of the needs of the community.
7. Counseling Programs - The Counseling Program in the Junior and Senior High Schools has not been adequate in recruiting Mexican-American and Black teachers.
8. Holding Power - Many Mexican-American or Black teachers that are hired in the Model Neighborhood schools leave for prestige positions with institutions of higher education or State and Federal programs.
9. Lack of Teacher-Student Communication - Some teachers, counselors and administrators in the Model Neighborhood schools cannot relate to the students.
10. Lack of Staff-Community Communication - Most Model Neighborhood schools staffs cannot communicate with all segments of the community.
11. Inadequate Staff Training - Most teachers, counselors and administrators in the Model Neighborhood schools are graduates of institutions of higher education that tend to perpetuate the middle class structure and most of these teachers are not members of minority groups.
12. Latent Racism - Latent racism is a widespread phenomenon among educators, and it contributes to the failure/hostility syndrome among minority group students.
13. Absentee Staffs - Most teachers, counselors and administrators do not live in the Model Neighborhood nor are they members of the Mexican-American or Black minorities.

PROBLEM B - SCHOOL PROGRAM IS INEFFECTIVE AND NOT RELEVANT

For many of the students, the educational program offered is ineffective and not relevant to their needs.

CAUSES

1. Curriculum Not Relevant - The curriculum available to the Model Neighborhood students is not relevant because:
 - a. It is not sufficiently individualized.
 - b. Most students exposed to the high school curriculum do not receive the necessary job entry skills to become self-supporting adults.

- c. The subject matter and teaching materials (text books, etc.) are not related to the Real World.
- d. All students are not given a complete nor accurate presentation of the minorities' contribution to the American Scene.
- e. It is fostering stereotypes.

2. High Drop-Out Rate - Many of the Model Neighborhood students are "turned off" by the schools which results in increased numbers of "drop-outs." Although there has been no adequate "drop-out" study made for the Model Neighborhood high schools, the following indicates the schools are not reaching all the students. (a) the attrition rate for the total East Side High School District was 14.9% for the 66-69 sophomore to senior groups as compared to 26.3% for the Model Neighborhood high school (Overfelt). (b) The attrition rate for the total San Jose Unified School District High Schools was 10½ % for the 66-69 sophomore to senior groups as compared to 36% for the Model Neighborhood High School (San Jose High School). (c) Too few Model Neighborhood high school graduates go on to college as compared to the rest of the city. Fewer than 50% of the graduates of the Model Neighborhood high schools attempt to go to higher education as compared to an estimated 80% in the city.

3. Model Neighborhood Education Problem Uniqueness - The education problems of the Mexican-American and Black are different from other minorities (for example, the bilingual and cultural heritage problem). The Model Neighborhood schools have a higher percentage of Mexican-American and Black students than the rest of the city. The average for the city school districts for Mexican-Americans is 32% and 4% for Negroes as compared to the Model Neighborhood's average of 60% Mexican-Americans and 8% Negroes.

4. Defeatist Attitude - The teaching system employed by most of the Neighborhood schools significantly contributes to a defeatist attitude in many of our students.

5. Inadequate Materials - Most text books and reading materials are geared to the white middle class student.

6. College Dictated Curriculum - Curricular design and development is dictated largely by college entrance requirements and tradition.

7. Curriculum Determined by Textbooks - The elementary curriculum is often determined and governed by the availability of state textbooks.

8. Shortage of Materials - There is a definite shortage of books and other educational materials and their relevance is questionable for the students in the Model Neighborhood. There is not sufficient community involvement in curriculum development.

9. Class Size - "District Average Class Size" is too large for the Model Neighborhood student.

10. Behavior and Dress Standards - The schools impose standards of behavior and dress that are not in tune with the real world.

11. Lack of Adult Models - Most of the Model Neighborhood students have no model to imitate because of the lack of Mexican-American or Black staff members.
12. Difference of Tax Base - There is a great difference in the assessed valuation per child in the MN school districts.
13. No Diagnostic or Prescriptive Programs - Programs for individualized instruction, to identify and motivate the student with special interest, are lacking or inadequate. Teachers have far too many pupils to give the individual child clearly needed, intensive attention.
14. Tutorial System - Availability of an adequate tutorial system is lacking.
15. Parental Involvement - Many parents are not sufficiently involved with their schools, aware of what kind of education their children receive, and aware of how they, as parents, can contribute to their children's education.
16. Library Services - Library services (staff, rooms, books, etc.) are totally inadequate for the Model Neighborhood schools.
17. Outdated Buildings - The Elementary and Junior High Schools in the downtown section of the Model Neighborhood are the oldest buildings of the four districts involved. These schools have not been refurbished or modernized to meet the needs of present day instruction modes.
18. Curriculum Updating - The curriculum offered to students in the Model Neighborhood schools has not changed significantly in the past 30 years, yet the city has changed in that period from an agricultural to a highly technological one.
19. School Environment - The Model Neighborhood student finds little in the middle class school environment that relates to his home and community environment and his problems.
20. Deteriorating Level of Performance - Test records show clearly that there is a continuously deteriorating level of performance for many students in the Model Neighborhood which indicates that for those students the school is doing an inadequate job.

PROBLEM C - FEW LEISURE TIME ACTIVITIES

The residents of the Model Neighborhood have very few meaningful or useful alternatives for their time away from home, school, or job in their community.

CAUSES

1. Community Centers - There are not enough or adequate Community Centers in the Model Neighborhood.
2. Pre-School and Child Care Centers - There is a need for a greater number

of innovative pre-school and childcare center programs for all of the children in the Model Neighborhood.

3. Inadequate Pre-School Program - The pre-school programs in the MN are not available to all of the children in that age bracket.
4. Inadequate Child Care Centers - The child care centers in the MN are not adequate to meet the needs of the community.
5. Recreational Facilities - The recreational facilities for time away from work or school for all age groups in the MN are totally inadequate.
6. Adult Education Programs - There are not enough Adult Education facilities for daytime instruction programs in the MN.
7. Transportation - Adult Education Centers are not easily accessible to MN residents and transportation to centers outside of MN is not available or is too expensive.
8. Maintenance Funds - Insufficient funds for effective maintenance of recreational facilities.
9. Vandalism - Vandalism to existing school or playground facilities contributes to the problem of maintaining recreational facilities.
10. Recreational Funds - Insufficient allocations of recreational funds to the area.
11. Public Officials - Indifference to or inability of public officials to cope with the conditions.
12. Teenagers - The MN teenagers are traveling across town for some of their leisure time activities which results in many types of problems.
13. Apathy - Apathy of residents - no effort is being made to develop needed organizations in order to demand required recreational facilities.

2-2.2 HEALTH AND WELFARE

2-2.2.1 HEALTH INTRODUCTION

The high incidence of health problems is testimony to the fact that residents of the MN do not receive adequate comprehensive health services. A combination of factors contributes to this condition, among which are low income, lack of knowledge, inadequate transportation systems, insufficient child day-care, and inaccessible services offered in a fragmented and sometimes impersonal manner.

PROBLEM A - MULTIPLE UNMET HEALTH NEEDS

Two striking measures of unmet health needs are the higher birth and infant death rates. County Health Department statistics show that these rates are far higher in the MN than in the remainder of the county.

CAUSES

1. Lack of Medical Personnel - There is a lack of doctors, dentists and other medical personnel in the MN. Private physicians and dentists tend to set up practice in other areas of the city where they can be assured of a financially successful practice.
2. Low-Income Levels - Because of the low-income level of the area, residents are often unable to financially support medical practitioners in the Model Neighborhood.
3. Shortage of Para-Medical Personnel - Very little emphasis is placed on training residents of the area so that they are able to fill para-medical and related health positions.
4. Inadequate Health Insurance - Many MN residents do not have access to proper health insurance which serves to alleviate costs of obtaining health care.
5. Lack of Outreach Program - There has been a lack of innovative uses of non-professionals (aides) in the area to augment and supplement existing personnel and to provide community "outreach" programs.
6. Language Barrier - Many of the MN residents speak only Spanish and because of this language barrier, do not seek service from English speaking providers.
7. Poor Advertising of Existing Health Services - There is a lack of publicity of existing public health and medical services to residents in the MN.
8. Insufficient Health Scholarships - There are insufficient scholarship programs providing financial assistance to qualified students for entering colleges and medical schools.
9. Low Level of Citizen Participation - To date, there has been little opportunity for MN residents' participation with health providers in planning and policy making for health services to the MN.

PROBLEM B - INACCESSIBILITY OF HEALTH SERVICES

For a large portion of the MN residents, medical services are frequently inaccessible, inadequate, intermittent, fragmented, and usually limited to times of emergency. Many residents cannot afford the cost of comprehensive medical care.

CAUSES

1. Similar Causes - The causes for the inaccessibility to health services are similar and interrelated to those of Condition A.
2. Low-Income Level - Many MN residents are too poor to pay for health services. Medi-Cal card holders receive some medical care, but the "working poor" are without finances to pay for such care.
3. Lack of Knowledge - Many MN residents lack the knowledge of where or when to seek health or medical services.
4. Public Transportation - Public transportation is very inadequate, for example, requiring long waiting periods and many transfers.
5. Clinic Hours - The majority of private and public clinics are open during working hours only; night services are unavailable to daytime workers.
6. Language Barriers - The majority of health providers which serve the residents of the MN are not bilingual.

PROBLEM C - HIGH INCIDENCE OF ENVIRONMENTAL HEALTH DEFICIENCIES

The need for general sanitation improvements in the area is quite evident. The Health Department's records indicate that the Model Neighborhood area has a greater incidence of environmental health problems pertaining to:

- a. Rodent and insect infestations.
- b. Improper garbage collection, storage and disposal practices.
- c. Accumulated litter and debris around residential premises, in streets and throughout several of the creeks that run through the MN.
- d. Abandoned junk cars in rear and side yards, in streets and in vacant lots.
- e. Overgrown vacant lots.
- f. Poor housekeeping and sanitation practices in and around the house.
- g. Nuisances involving both noise and odors from domesticated animals and fowl.

CAUSES

1. Low Resident Ownership - Health Department records indicate that a high renter occupancy rate and a low resident ownership rate results in a lack of proper household maintenance.
2. Low Incentive Level - A lack of incentive to correct deficiencies in the neighborhood often develops due to a lack of home ownership.
3. Shortage of Funds for Maintenance - Many residents do not have funds and/or knowledge to provide proper maintenance and upgrading of their home environment.

4. Tenant/Landlord Irresponsibility - In some cases tenant and/or landlord irresponsibility initiates sanitation problems.
5. Overcrowding - Overcrowding and a denser population than planned for has created an increase in garbage and sanitation problems.
6. Lack of Education and Information Programs - There has been little attempt to establish an education and information program to inform the residents about (a) Methods of proper home maintenance and (b) sanitation and house-keeping practices.

PROBLEM D - UNMET CHILD DAY-CARE NEEDS

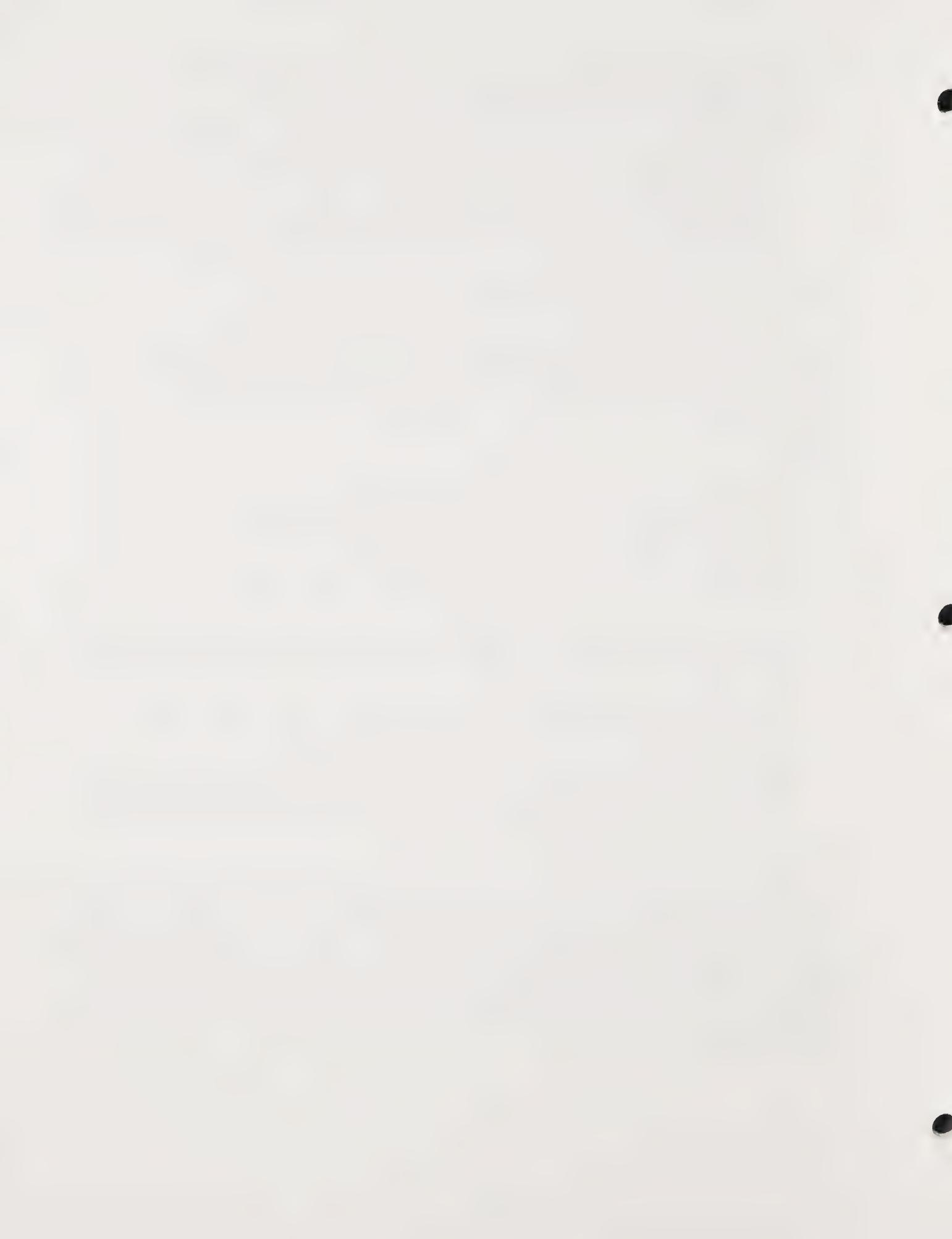
The significance of the pre-school years in determining the physical and mental health of children can hardly be underestimated, yet the segment of our society that most needs to have their full potential developed is the very segment which is least well-equipped to provide potential-increasing learning experiences.

CAUSES

1. Shortage of County Funds - The Welfare Department budget has been too small for adequate funding of child day-care programs.
2. Low-Income Levels - Many residents of the MN are unable to pay for quality child day-care which will provide maximum development of their children.
3. Inappropriate Local Laws - Administrative procedure and state social service laws need to be re-examined and changed to meet community demands and needs.
4. Fragmentation of Services - Existing child day-care funds and services have been fragmented and uncoordinated in the community.
5. Existing Services Inadequate - There has not been a realistic evaluation of how the existing child-care services are meeting actual neighborhood residents needs and an approach developed to correct the deficiencies.

2-2.2.2 WELFARE INTRODUCTION

Information obtained from the 1960 census indicated that about one-fifth or 20% of the nation's households were living at or below the poverty level which is defined by the Conference on Economic Progress in 1962 as those households having an annual income of \$4,000 or less. Yet, in 1960, Santa Clara County, a seemingly affluent community, had fifteen and one-half percent, or 24,640 of the 158,602 households, with annual incomes of \$4,000 or less. Some of the social welfare problems related to poverty in the San Jose Model Neighborhoods are as follows:



PROBLEM A - A HIGH INCIDENCE OF POVERTY IS FOUND IN THE MODEL ENIGHBORHOODS

CAUSES

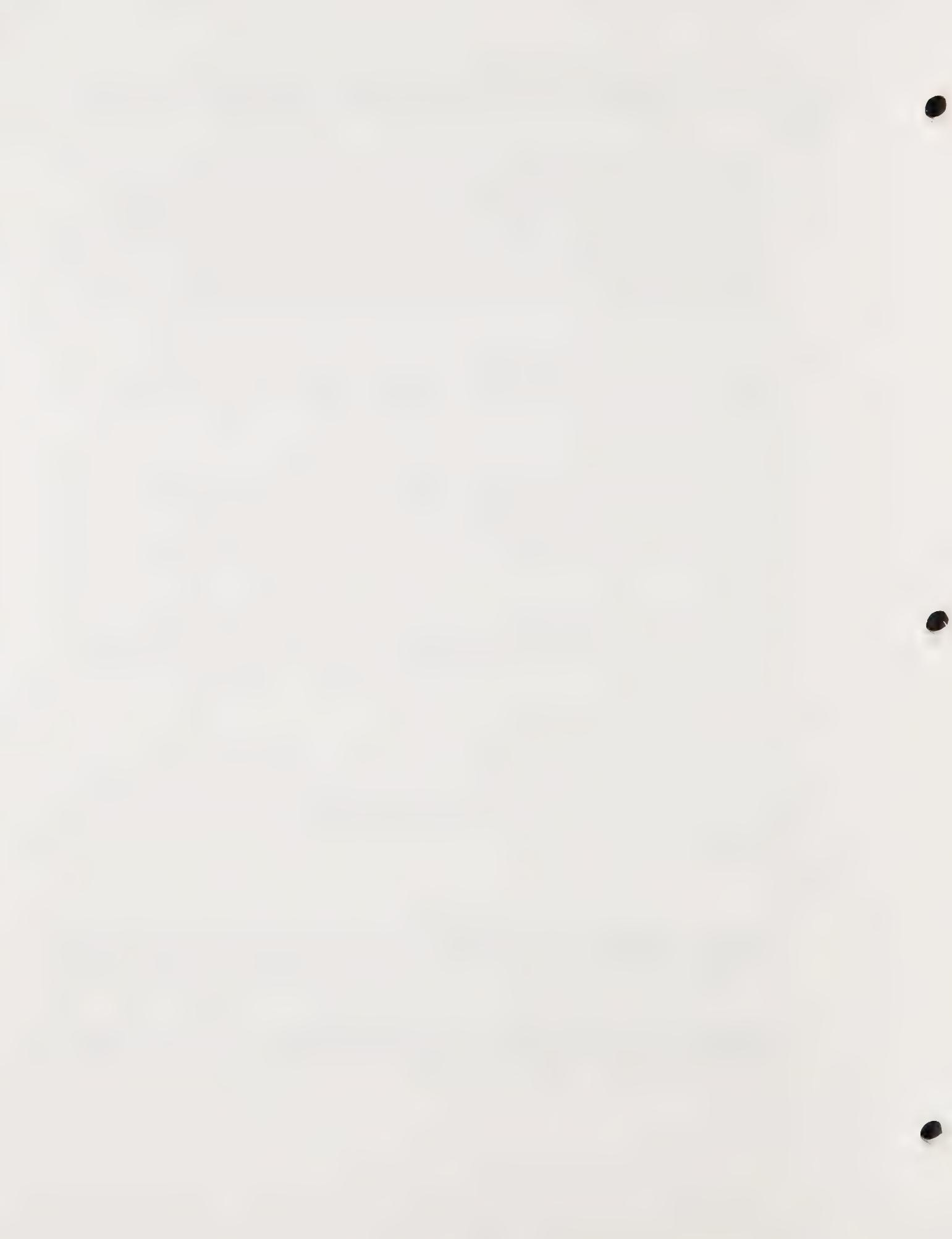
1. Concentration of Low-Income Households - Except for the Tropicana Neighborhood, the MN constitutes a relatively large portion of the older sections of the City of San Jose. The Tropicana Neighborhood, built approximately ten years ago, was a lower cost housing development. These factors then created a situation whereby the cost of housing, while still high, was still generally lower than can be found in other sections of the City or County. This would tend to concentrate a larger number of low-income households in the MN than is generally found in other neighborhoods.
2. Unemployment and Underemployment - The whole question of jobs and job-training will be dealt with in another section. It is sufficient to recognize that unemployment and underemployment is a major factor in poverty and welfare.
3. Lack of Job Advancement Opportunities - The problem of education will also be covered in another section. Again, it must be recognized that under our present system of employment, emphasis is placed on academic attainment and little or no emphasis is given to life experiences. Only the low-paying jobs with little or no possibilities for advancement are available to those who have not attained the "desired" level of eudcation.
4. Discrimination in Employment - Discrimination in employment and in union membership are other factors which contribute to the perpetuation of poverty. Considering the high concentration of minorities in the MN, barriers to equal employment opportunities lead to marginal dead-end jobs at marginal pay.

PROBLEM B - THE INADEQUATE WELFARE SYSTEM

The present welfare system, conceived in the 1930's during the great depression, assisted a totally different population facing totally different problems. Various additions and changes in the Social Security Act have created a cumbersome, ineffective and totally unrealistic, and in many instances, discriminatory system.

CAUSES

1. Welfare System Outdated and Inadequate - The present welfare system is outdated, inadequate, and ineffective in terms of meeting today's problems. The various programs, restrictions and discriminatory policies have perpetuated poverty.
2. Legislative Resistance and Public Misunderstanding - Legislative resistance and public misunderstanding regarding the welfare programs have blocked more realistic and humane approaches.



PROBLEM C - INADEQUACY OF EXISTING SOCIAL SERVICES

The inadequacy of social services is due not to the scarcity of social service agencies, but to the lack of immediate access to such services and to the uncoordinated host of services.

Available services within the Model Neighborhoods are almost nil. Most of the service agencies are located outside of, and a good distance away from, these neighborhoods. Until recently, little has been done to outstation offices into the target areas. Thus, considering that the community is automobile-oriented and public transportation is totally inadequate, these services are, in a real sense, unavailable to MN residents.

Since many of the service agencies originate from middle class philosophy and values, low-income and minority members find available services to be of little use.

CAUSES

1. Lack of Financial Resources - Lack of financial resources have restricted expansion of various agencies.
2. Resistance of Various Agencies - Various agencies have been resistant to social changes and traditional methods of providing services.
3. Lack of Coordination Among Agencies - A general lack of coordination and cooperation among social agencies.
4. Educational and Employment Barriers - Educational and employment barriers preclude the employment of most low-income and minority persons, especially the Spanish surname.
5. Lack of Representation on Policy-Making Boards - Lack of representation of low-income and minority group persons on advisory and policy making bodies of various social services agencies.

2-2.3 JOBS, JOB-TRAINING AND ECONOMIC DEVELOPMENT INTRODUCTION

The Manpower Service needs of the MN residents and the current labor market in Santa Clara County represent an employment gap which must be eliminated before the MN resident can successfully participate in the economic life of this relatively affluent county. The county is changing from an agrarian area into a complex, industrial, urban economy. The MN labor force is attached to the agricultural, food processing, seasonal employment market and has not been phased into technical industries, trade, services and government which dominate the employment economy. Economic development has been limited in the MN and the MN resident, by his minimal economic existence, is structured out of participation in economic growth in the business community.

PROBLEM A - HIGHER UNEMPLOYMENT AND UNDEREMPLOYMENT IN THE MN IN COMPARISON TO REST OF THE CITY

CAUSES

1. Employment Disadvantages in Labor Market - Lack of educational, social and economic opportunities in the past and present, particularly for those who spent their youths and young adult years as migrants or in an agricultural environment. There is little foundation of basic remedial education upon which training and retraining programs can be expedited. Since they have, for the most part, been structured out of educational processes afforded the more advantaged members of the community, the employment opportunities of a sophisticated, technical urban economy do not apply to the migrant farm laborer.
2. Discrimination - Discrimination by employers in regard to race, age, sex and cultural background exists.
3. Lack of Training Opportunities - In changing from an agrarian to industrial economy, the local unskilled were not being trained or retrained to qualify for the demands of industry. New labor was imported, and the agricultural worker was not recruited or counseled into training. The rapid increase of population since 1950, due, primarily, to migrations to California because of employment opportunities brought in skilled and semi-skilled workers to industry and more unskilled agricultural workers who replaced a prior generation of local workers whose children were now able to participate in the industrial expansion.
4. Employer "Overhire" Policies - Employers, in an effort to hire the most qualified in the labor force, tend to set entry level standards higher than is necessary for performance of the jobs in industry, unions and government. A high school diploma is an unrealistic requirement for many entry level jobs. The emphasis on formal educational achievement is an unfair standard when applied to the potential value of a Model Neighborhood resident as an employee. Native ability and aptitude are not accurately reflected by programs in school since extenuations are not revealed on an employment application. Civil Service testing is frequently not applicable to the job and the tests tend to be culturally biased.
5. Deficiency in Job Information - A community awareness of all types of work has not been developed. There is a lack of job information centers and informational programs which identify and explain occupations that are available in the community.
6. Formal Educational Relevance - The studies of secondary education do not relate to prospective jobs:
 - a. School counselors do not adequately relate job requirements with students and are not sufficiently aware of the employment world.
 - b. Industry does not sufficiently participate in the vocational education program at the junior high level of school on an ongoing basis.
 - c. Vocational classes do not prepare MW students for apprenticeships.

7. Construction Trades Entry Requirements - Joint Apprenticeship Committee requirements for entry into apprenticeship are too stringent in relation to minority recruitment. JAC's operate autonomously at the local level so the entry-level requirements for a trade may vary from one county to another. The trades permit straight entry for journeymen who come from another state, but there is no upgrading process from the construction laborers into the trades except through apprenticeship. The initiation fees are high in relation to income level of the MN resident.
8. Industry Sensitivity - Industry is not fulfilling its obligations to the community by sensitizing its supervisory staff to better understand the problems and obstacles encountered by the disadvantaged. The concept of JOBS has not been sufficiently accepted or broadened in view of the pressing need in the community.
9. Existing Job-Training Programs - Some of the existing job-training curriculums are not paced to the individual needs of the students, but rather by set periods of time for the length of the training programs.
10. Lack of Child-Care Facilities - There is an extreme lack of child-care facilities. Private child-care expenses are at the level of diminishing returns for mothers who work, want to work, or be trained.
11. Agricultural Workers and Unemployment Compensation - Unemployment compensation is not available to agricultural workers. They must apply for welfare assistance during the off-season to provide for their families.
12. Absence of Public Transportation System - There is no transportation system between the Model Neighborhood, employment and existing training sites.
13. Employer-Employee Relationship - Too many employers do not understand the problems of the disadvantaged employee.
14. Traditional Employer Evaluation of Prospective Employee - The measurement of appearance, personal grooming and mannerisms are often not made in the light of knowledge and understanding of the cultural backgrounds of applicants at the time of a job interview. Failure of the interviewer to recognize cultural mannerisms as opposed to fads may disqualify an applicant who otherwise may have the ability to perform the job. It is recognized that in employment such as public contact and food and health services, personal appearance is a necessary requirement.
15. Insufficient Legal Assistance - There is insufficient legal assistance available to the employee when garnishment occurs.

PROBLEM B - INSUFFICIENT EMPLOYMENT OPPORTUNITIES FOR YOUTH

CAUSES

1. Problem A Causes Related to Youth - Causes enumerated in Problem A. Unemployment and underemployment are applicable to youth unemployment.

2. Little Meaningful Employment for Youth - Employment opportunities are geared to the youth with special talents and skills. The average MN youth is channeled toward baby-sitting and leaf raking jobs, not meaningful work opportunity directed toward career achievement and valuable job and training experiences.
3. Civil Service Impediments - There are insufficient unclassified Civil Service jobs at all levels of government and recruitment is not directed to the disadvantaged youth for meaningful employment. There are no "New Careers" programs in the City of San Jose.
4. Small Employer Problems in Hiring Youth - The small business is unable to utilize youth in part-time jobs because of the additional costs of "red tape"--what constitutes hazardous machinery, bookkeeping costs in handling the forms, charts and deductions, work permits, deduction of federal and state income taxes, social security, unemployment taxes and workmen's compensation.
5. Federal Programs Under-Funded - Federal summer programs are insufficiently financed to meet the demands.
6. Youth Training Programs - Youth training programs are not adequately directed toward human development on an individual basis.
7. Youth Availability to Employment - The school hours conflict with the needs of employers.
8. Union Membership - Most occupations require union membership.

PROBLEM C - LANGUAGE BARRIER TO EMPLOYMENT AND UPGRADING

CAUSES

1. Agricultural Employment - Those who come to the United States as adults to work in agriculture find little need to learn English to perform their jobs.
2. Employer Requirements - Employers have difficulty in overcoming the language barrier to provide entry-level jobs for the Spanish-speaking.
3. Difficulty in Identifying Skill Potential of Spanish-Speaking - The skill level and aptitudes of the Spanish-speaking are not accurately measured because of the language and cultural barriers.
4. Spanish-Speaking and Training - The Spanish-speaking people are frequently counseled into training slots that are determined by demand and expediency rather than potential abilities.
5. Lack of Spanish-Speaking Counselors - Spanish-speaking people in need of occupational training do not receive adequate counseling and information on resources because of the language barrier and lack of Spanish-speaking counselors.

6. Lack of Spanish-Speaking Teachers - English classes held for the WIN program do not have a sufficient number of Spanish-speaking teachers. Spanish-speaking aides are available, but the students have difficulty in learning from a teacher who is not knowledgeable in the native language of the student.
7. Identification Gap Between School and Student - Present EASL classes in MAEP have a drop-out rate estimated at 50%.
8. Continuation of English Training - There is a lack of continuation of language study and follow-up counseling after initial employment in commerce or industry.

PROBLEM D - ECONOMIC GROWTH WITHIN THE MN IS STAGNANT

CAUSES

1. Low-Income Environment - The environment of a low-income neighborhood has not been conducive for large financial investment which would result in stable, long-range economic development.
2. Land Values and Attraction to New Industries - New industry has not been attracted to the Model Neighborhood. Land values remain relatively high in the Model Neighborhood because it is near the downtown area of San Jose.
3. Bank Participation - Banks have not mobilized their resources to effectively assist, especially in the area of small business loans and management training.
4. Traditional Loan Guidelines - The traditional guidelines for approving small business loans are inadequate. The MN residents are often forced to secure small loans from private finance companies. The interests on these loans (some up to 38%) perpetuate the plight of the small business aspirant since failure to pay in full reflects on his credit rating, even if the delinquency occurred five years prior to a loan application.
5. Definition of Risk - Risks, as defined by the business community, serve as a barrier to potential economic growth.
6. Lack of Capital - The MN resident begins his business with a lack of capital and must strive to survive from the inception.
7. No Reserve Acquisition - The MN resident is unable to build a reserve.
8. Absence of Management Training - Management training, formal or informal, is absent in the minority neighborhoods.
9. Inability to Post Bonds - The inability to post bond entraps the small contractor.
10. Minorities and Business Education Opportunity - Minorities have been counseled from a business curriculum early in the educational process.

2-2.4 LAW AND POLICE

Problem Analysis information by members of the Law and Police Task Force and the CDA Specialist.

INTRODUCTION

To most law-enforcement agencies their role in society is that of merely enforcing the law. To many minority and poor persons who live in the Model Neighborhood areas (MNA) police practice actually means suppression and static maintenance of the status quo.

PROBLEM A

MNA residents feel harassed by police. They believe that they are the victims of overt police brutality, and view police training as developing only techniques of riot-control and suppression. Because of these attitudes, residents feel a need for community control over the police department and law-enforcement agencies.

CAUSES

1. Police Activity - More negative law-enforcement activity is observed within the MNA than in any other part of the City.
2. Police Conduct - Considered bad, due mostly to a lack of respect for the minorities' life styles.
3. Minority and Resident Officers - There are very few minority officers with whom minority youths and adults can identify, and few law-enforcement personnel reside within MNA.
4. Attitudes of Law-Enforcement Officers - Negative attitudes are too often expressed by officers toward minority and poor persons.
5. Stopping and Searching of Persons - Residents who are stopped and have their cars and persons searched view this as direct harassment. They feel this harassment occurs because they are poor or minority persons.
6. Language Barrier - There is a lack of bilingual officers who speak Spanish.
7. Policies and Procedures - All law-enforcement policies and procedures are established and executed without any control by residents.
8. Ineffective Policing of Law-Enforcement - There appears to be a lack of credibility in law-enforcement's ability for self investigation.
9. Avenues of Redress - Residents lack avenues for redress of grievances.

ADDITIONAL CDA INFORMATION

10. MNR Knowledge of Crime Problems and Law-Enforcement - Residents lack a knowledge and understanding of crime problems and problems of enforcing laws.
11. Scape Goating - Officers, arrested persons and residents attempt to transfer actions and causes to the other parties.

PROBLEM B (TASK FORCE AND CDA INFORMATION)

Crime within the MNA is overstated as compared to the total City. This exaggeration tends to lead to public and law-enforcement over-reaction against MNA residents.

CAUSES

1. Prevailing Attitudes of the "Establishment" and Law-Enforcement Officers
 - a. Crime thought to be a way of life in minority areas
 - b. Law-enforcement agencies policies are derived from the "Establishment's" consensus (stereotyping).
 - c. They include not only attitudes toward crime, but also opinions about the status of minority persons.
2. Mass Media - They tend to reflect law-enforcement agencies' point of view and sensationalize MNA and minority crimes.

ADDITIONAL CDA INFORMATION

PROBLEM B

Crime per 1000 persons within the MNA is higher than crime per 1000 persons in the total City. Therefore, residents often feel insecure on the streets and in their homes.

1. Crime to Acquire Material Goods - Due to a low income level, crime is often committed to acquire material goods.
2. Control and Preventive Program - The lack of control and preventive crime programs are due mostly to the lack of effective communication.
3. Recreation - Lack of recreational facilities and programming contributes to a life of crime for many youths.
4. Community Rehabilitation Centers - There is a lack of community concern, such as community transition houses for ex-convicts.
5. Incident Rate & Frequent Calls - Because of the high incident crime rate and therefore frequent call for law-enforcement services, officers find themselves unable to respond as quickly as they should.

6. Fear of Reporting Incidents of Crime -
 - a. Intimidation to a witness often prevents crime solving.
 - b. Reprisals to persons assisting law officers are real things in the MNA.
 - c. Opinion of friends and neighbors often prevent crime solving. People do not like to be considered "nosey", a "stool pigeon", etc.
 - d. Apathy to become involved is prevalent in the MNA.
7. Sensitivity - Residents believe that law-enforcement officers don't care about crimes committed against persons in the MNA.
8. Skepticism - Minority persons are skeptical when talking to white officers due to a long history of poverty and poor relations with law enforcement agencies.

PROBLEM C

Juvenile Delinquency and juvenile street gang activities are increasing within the MNA.

CAUSES:

1. Recreation - The lack of recreational programs, facilities and competent supervisory personnel to MNA growth is a key factor.
2. Education and Employment - The lack of a relevant education breeds alienation toward schools. Employment opportunities are lacking for youth, therefore contributing to the poverty-lax time cycle.
3. Preventive Programs - There are insufficiently funded and staffed preventive programs for MNA youths.
4. Relation of Dependent Children With the Probation System - Dependent children are pushed into a relationship with departments whose primary function is punitive.
5. Stigmatizing Children - To be part of the probation department's responsibility automatically stigmatizes the child, singling him out for future arrest and suspicion.
6. Prevailing View of Probation and Parole Work - Probation and parole work is seen by citizens as dealing strictly with the delinquent child and criminal problems.
7. Probationary-Rehabilitation Programs - There is a lack of probationary-rehabilitation programs and facilities within MNA.
8. Narcotics and Dangerous Drugs and Alcoholic Beverages - An increasing amount of narcotics, dangerous drugs and alcoholic beverages are available to juveniles.

ADDITIONAL CDA INFORMATION

9. Peer Pressure - The influence of delinquent and pre-delinquent juveniles applies peer pressure to other youths.
10. Juvenile Street Groups - Groups of juveniles assault and intimidate each other, thus they band together for protection or reprisals.
11. Law-Enforcement's Attitude and Juvenile Reaction - A lack of respect toward minority juveniles leads to a negative attitude toward law-enforcement officers.

PROBLEM D

There exists a high recidivism rate for adults and juveniles within the MNA

CAUSES:

1. Transition Between Prison and Community Life - No facilities are available to provide for adjustment from prison life back into the MNA.
2. Difficulty of Employment -
 - a. Jobs are lost because of arrest.
 - b. New jobs are difficult to find for persons with arrest or conviction records.
3. Penalties for Violation of Parole and Probation - Penalties are imposed in an arbitrary manner.
4. Caseloads of Parole and Probation Officer (P.O.) - Caseloads are too large and scattered to allow P.O. to become involved with other problems of youth and adults assigned to them.
5. Lack of Communication - There are no facilities where parolees and probationers can have easy contact with their P.O.
6. P.O.'s Function - The P.O.'s function as a law officer negates his function in assisting client.
7. Rehabilitation - Probation and Parole systems don't help in rehabilitation. Probationers and Parolees see the P.O. as just another person from the "establishment" who is trying to find ways to send them back to jail.
8. Indifference of Establishment - The establishment is indifferent toward the problems of parolees and probationers.

PROBLEM E

The courts, juries, public defenders, legal aid and the present bail systems are not meeting the needs of poor and marginal low-income persons.

CAUSES:

1. Defendant's Background - Judges, prosecuting attorneys and juries often lack knowledge of the defendant's background, character and social predicament.
2. Defendant's Characteristics - The defendant's manners, speech and dress are often misinterpreted; they can seem threatening to the court and its officers.
3. Continued Incarceration Before and During Trial - Defendants who demand a more deliberate examination of their cases may spend weeks in jail if they can't post bail.
4. Misuse of Judicial Powers - Judges may misuse discretionary power by setting double standards of justice.
5. Bail Schedules - Standard pre-set bail schedules are based on the misdemeanor rather than on the defendant's economic ability to pay.
6. Insufficient Use of Citations - Citations are rarely used in the MNA for criminal offenses.
7. Services of Private Attorneys - Many MNA residents are economically unable to obtain the services of a private attorney, yet they do not qualify for a Public Defender.
8. High Caseloads of Public Defenders - An adequate defense is impossible. There is a complete lack of an investigatory staff.
9. Reassignment of Cases - The reassignment of Public Defenders occurs repeatedly during a criminal trial process, making an adequate defense impossible.
10. Inadequacy of Legal Aid Services - There is an insufficient staff and funding of legal aid services to handle routine civil cases.

2-2.5 COMMUNICATIONS AND REPRESENTATION

INTRODUCTION

The lack of communication between the established institutions and the ghetto neighborhoods has contributed significantly to an ever widening social, economic and physical gap. Lack of representation is due mostly to a lack of communication and therefore results in a definite disadvantage in being knowledgeable of vital information necessary to the sustaining of a meaningful existence in our complex and indifferent society.

PROBLEM A - COMMUNICATIONS

The Model Neighborhood Area (MNA) residents do not receive information that can vitally affect their physical, social and economic condition.

CAUSES:

1. Residents Do Not Respond to Mass Media Information - The major sources of public service information are newspapers, magazines, radio and television. However, too many of the MNA residents cannot afford newspaper subscriptions or TV repairs. There is also a tendency to avoid information type radio stations (versus strictly entertainment).
2. Agencies Continue to Use Mass Media - The government agencies and other private organizations designed to assist MNA residents, continue to use the newspapers, magazines, radio and TV as means of communicating with disadvantaged persons.
3. Service Information Penetration is Shallow - Even among those individuals in the MNA that do receive the newspaper, the degree of service information penetration is shallow.
4. Language Barrier - In the San Jose MNA, Spanish is widely used as a primary language. In many instances, these people do not patronize English language publications.

PROBLEM B - REPRESENTATION

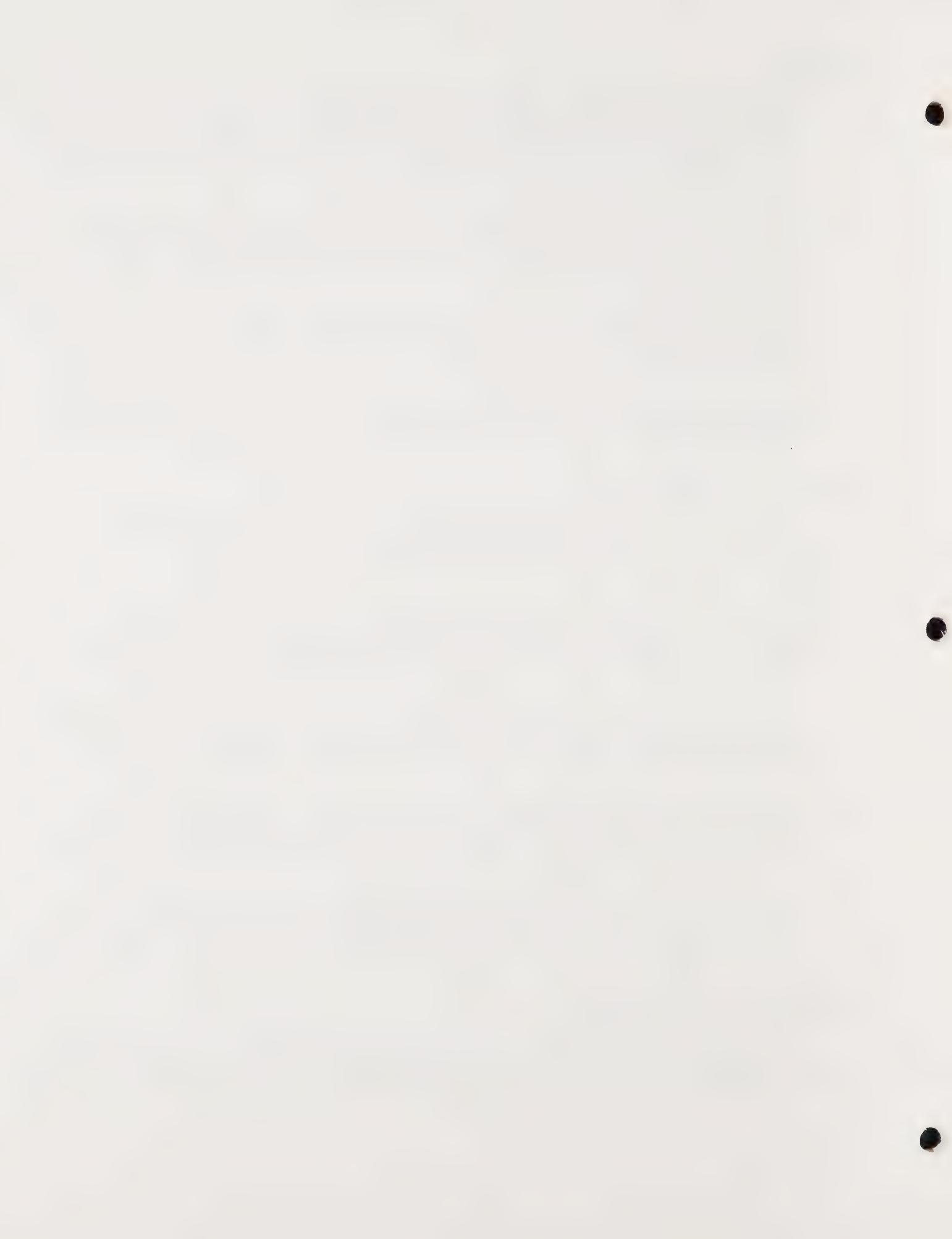
The people living in the MNA are seldom represented in authoritative bodies (i.e., City Councils, School Boards, Municipal Commissions, etc.)

CAUSES:

1. Low-Income and/or Minority Politicians Not Supported - The authoritative bodies which possess the greatest amount of power are elective and the citizens of San Jose have not supported low income and/or minority politicians in the past.
2. Low Income and/or Minorities Lacking From Civic Commissions - Members picked for seats on civic commissions are generally from the majority (Anglo) community.
3. Organizations Suffer From Lack of Membership - Low income and/or minority community organizations suffer acutely from lack of membership because, unable to gain satisfaction from their limited successes, they give up with a "what's the use" attitude.
4. Organizations Cannot Form Effective "Pressure Groups". - MNA community organization cannot agree on basic issues and/or procedures to form an effective "pressure group" to obtain satisfactory consideration from the "establishment."

PROBLEM C - LACK OF FEEDBACK

Government agencies do not have the necessary feedback from the community on how effective their programs are, or what other problem areas might exist that are outside the scope of the present program.



CAUSES

1. Agencies Understaffed. According to most governmental agencies, they are too understaffed to have agents out in the field analyzing the net effect of each of their programs.
2. Residents Remain Silent. The majority of the average MNA residents remain "relatively" silent on the success or failure of a specific service program.
3. Mass Media Does Not Cover MNA Organization Activities. The major news media does not investigate and report the effectiveness of any particular MNA service program, primarily because the news media does not extensively cover MNA community organization activities in order to publicize their viewpoint.

PROBLEM D - INFORMATION TOO TECHNICAL

Information received by MNA from governmental agencies is often too technical, too "business-like", for them to clearly understand.

CAUSES

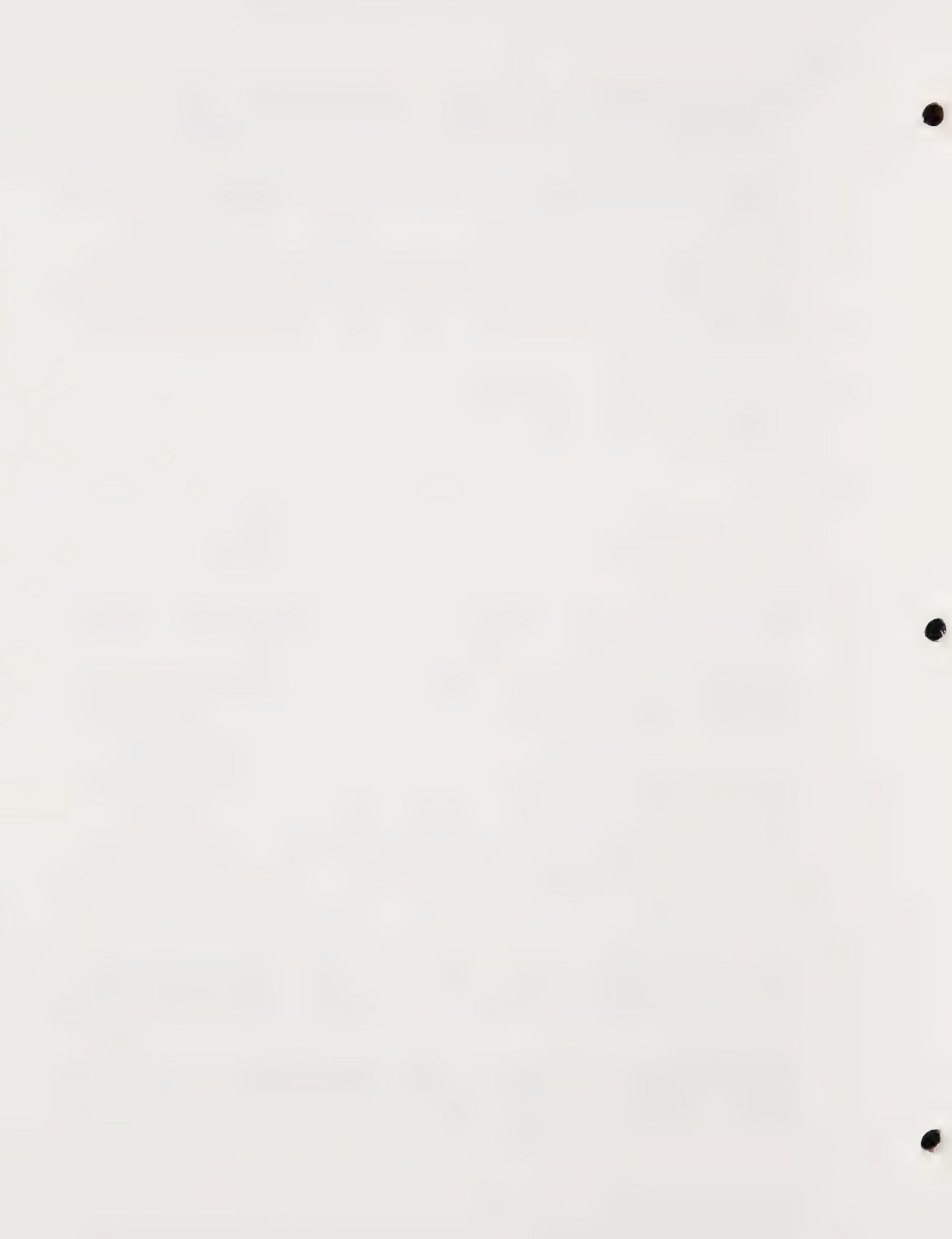
1. Agencies Lacking Personnel. Governmental agencies have not staffed their departments with personnel intimate with low income and ghetto-related problems.
2. Agencies Utilize Jargon. Governmental agencies have a language ("jargon") peculiar to their own field and staff personnel are hesitant to change their "jargon" because of a possible misinterpretation.
3. Additional Spanish Translation Needed. Not enough information is translated into Spanish so that persons using Spanish as the first language can clearly understand it.
4. Bilingual Employees Lacking. Not enough bilingual employees are on the staffs of service agencies.

PROBLEM E - LOW INCOME AND MINORITY OFFICIALS UNPOPULAR

Those low income and minority members in authoritative bodies are not looked upon favorably by the majority of the MNA.

CAUSES

1. More Education, Higher Wages. Elected or appointed minority officials have often received more education, higher wages and generally oriented their lives towards the majorities, thus separating themselves from their ethnic group.
2. Low Income and Minority Officials Remain in the Minority. Low income and minority officials, pushing for relevant oriented programs, remain in the minority faction of that body, which, in turn, generally results in a failure of that program to be approved.



3. Dominant Political Group Votes Against The Low Income and/or Minority. The dominant political group continually votes against low income and/or minority candidates and issues, therefore rejecting most persons or programs which can help the MNA residents.
4. Low Income and/or Minority Officials Lose Support From MNA. Low income and/or minority community organizations do not generally support their "representative" or authoritative bodies because they consider them a "sell out".
5. Residents Don't Study The Record. MNA residents generally do not take into account how their so called "representative" voted, just the net results.
6. Dominant Political Group Has Not Assisted The Low Income and/or Minorities Sufficiently. The dominant political group has not made more than token lip service to MNA community organizations.

PROBLEM F - MNR NOT REPRESENTED

A particular group of MN residents are not equally represented on community organizations due to a language problem.

CAUSES

1. Non-English Speaking Persons Hesitant to Speak Out. Because of the language problem many persons not fluent in speaking English are hesitant to recommend or criticize ideas and/or comments in front of a group.
2. Business Meeting Held In English. There are no alternatives for the non-English speaking person to be heard in at-large public meetings because all business is conducted in English.
3. Small Number of Educated MNA Speak For Majority. Due to the relatively small number of MNR who receive higher education, these persons tend to dominate meetings and become the spokesmen for the less educated group. The net result is that very few persons are speaking for a large group and not always with the consensus of the majority.

2-2.6 ENVIRONMENT AND HOUSING

2-2.6.1 MN PHYSICAL CONDITIONS

PROBLEM A - LAND USE PATTERN

A mixed and incompatible land use pattern is a common characteristic of the Olinder, Gardner, and Mayfair neighborhoods and has created a general non-conforming atmosphere in contrast to the predominantly residential environment. Specifically these problems include:

Light and heavy industrial uses are mixed with modes residential structures; strip commercial uses along Alum Rock, Market and First Streets that are primarily auto oriented without adequate provisions for parking, access, or activity insulation from adjacent residential uses; railroad switching yards, located in the Olinder area, that are not

well insulated from surrounding non-industrial uses and large vacant parcels and poorly designed subdivision layouts that are not well maintained and for which the prospects for future development are poor. In many cases, the small agricultural enterprises have ceased to exist and have been replaced by weeds. Several residential parcels in the Mayfair and Olinder areas are seriously underutilized - small residential structures have been built upon large lots. In the Mayfair and Olinder areas chaotic subdivision patterns exist. In addition, there are numerous other land use deficiencies that can be attributed to poor planning policies on the part of both Santa Clara County and the City of San Jose.

CAUSES

1. Changed Development Standards. The area was originally developed under standards that were less restrictive than those presently in force.
2. Failure to Adhere to the Land Use Recommendations of the General Plan. Mixed and incompatible land uses indicate that little or no attention was paid to these recommendations.
3. A Past History of Scattered Annexation. In the Mayfair and Olinder areas past annexation procedures have created a checkerboard pattern of city-county boundaries.
4. Failure of Residents to Organize. The Residents of the area lack the organizational strength (neighborhood groups) to oppose unwanted land uses.
5. Speculation. Speculative building and property holding in the peripheral areas of the city has diverted attention from the central area of San Jose and has also diverted the monetary resources.
6. Lack of a Consistent Set of Development Policies. The city has failed to develop land use policies for transitional areas such as the Model Neighborhood.
7. Zoning Policies. Industrial performance standards have not been incorporated into the zoning ordinance. Such standards would protect non-industrial uses that are adjacent to industrial uses.
8. Urban Renewal & Code Enforcement Programs. The area has not received the benefits of effective urban renewal and code enforcement programs.

PROBLEM B - VISUAL QUALITY

Throughout the Model Neighborhood, negative visual conditions seriously degrade a generally pleasant environment. These conditions are most acute in the Mayfair area and are also recognizable in the three other neighborhoods.

Specifically, these conditions include a lack of open space, vacant and abandoned structures, trash accumulations, front lawn car repair operations, deteriorated sidewalks, poor street conditions, structural deterioration and an absence of street furniture and trees.

CAUSES

1. Absence of Neighborhood Organization. The residents of the area lack the organizational strength to encourage or force both the city and property owners to upgrade the area.
2. Changed Development Standards. The area developed under standards that were less restrictive than those presently in force.
3. Poverty. The residents may be demoralized by their general situation and so poor and powerless that they do little to improve their immediate environment.
4. Current property tax policies discourage rehabilitation or property and improvements.
5. Many of the residents cannot afford to upgrade their immediate environment. In addition, the economics of the area, namely, high food and rent prices aggravate the situation.
6. Deficient City Expenditures. In the past, the city has not financially committed its resources to improving the long existing problems relating to neighborhood improvement. Such improvement includes sidewalk installation, street maintenance, tree planting programs, etc.
7. Absence of Education Programs. Within the neighborhood there has been no attempt to inform the residents on methods of neighborhood and housing improvement. An information center and information booklets are needed to provide the needed assistance.

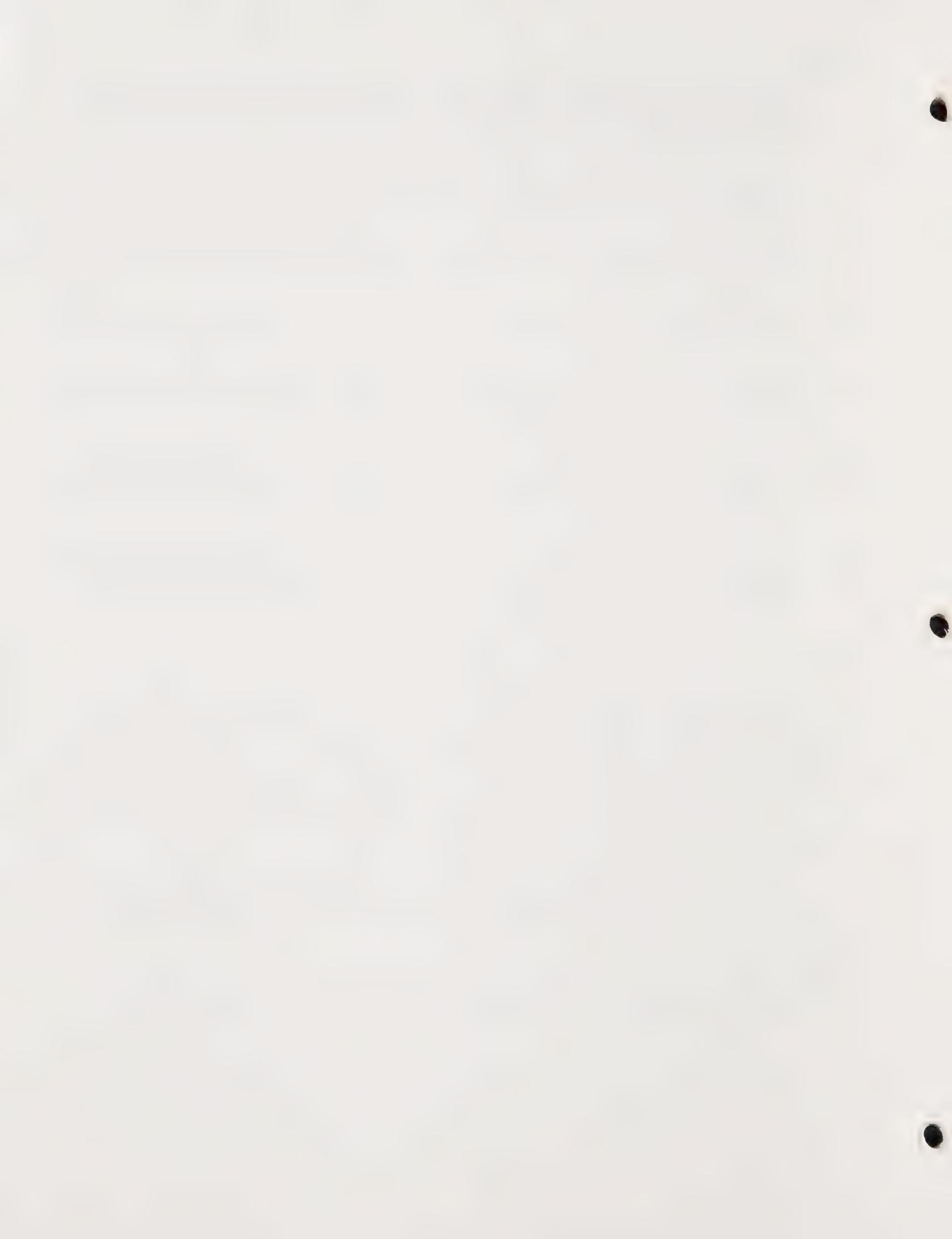
PROBLEM C - DEFICIENT BUILDING CONDITIONS

The quality of the urban environment is often measured by the condition of its building along the socio-economic indicators. Within the Model Neighborhood there are approximately 1,950 substandard housing units. This represents 16.2% of the total residential units in the neighborhood. At the present time there are no statistics available on the amount of commercial and industrial building deterioration. In terms of deteriorated housing, the 1966 data did not explicitly classify housing in this category; however, in 1960 there were 443 (3.9%) dilapidated units in the Model Neighborhood.

These conditions indicate a serious need for building rehabilitation and clearance where necessary. Conservation, through code enforcement programs, will be required to prevent further physical deterioration of the neighborhood.

BASIC CAUSES

See causes identified under Problem B., Sec. 2.6.4 - "Deteriorated Condition of Housing".



PROBLEM C - DEVELOPMENT POTENTIAL

Over the past few years, new development in the Model Neighborhood has not kept pace with city-wide development. Because of a basic lack of amenities the neighborhood has been unable to compete with the surrounding suburban areas and newer industrial parks. The industrial potential of the area has hardly been tapped, especially in the Olinder area.

CAUSES

1. Diversified Ownership. Large tracts of vacant land are often owned by several individuals making complete unified development an impossibility.
2. Amenity Deficiencies. The area lacks many of the amenities, such as parks, public facilities and visual character, that often attract industrial and residential uses.
3. Lack of Publicity. The potential of the area has not been exposed to developers.
4. Inattentive Role of Organizations and City Departments. Most of the resources of the city have been applied to the newly developed areas.

PROBLEM D - ENVIRONMENTAL HAZARDS

Environmental hazards are defined as places or objects which endanger human life or limb. This applies to all model neighborhood residents and especially children. These hazards include: an unprotected complete creek channel, one lane bridges crossing creeks, a pit filled with broken concrete and mosquito infested, stagnant water, subsiding sidewalks and streets and dangerous traffic conditions.

CAUSES

1. Rural Development Standards. Before annexation, rural development standards were used to guide development.
2. Grid Street Pattern. Street patterns were not designed to discourage through traffic.
3. Lack of City Resources. The city often lacks the manpower, equipment and monetary resources to improve all the environmental hazards as they are identified on a complaint basis.

PROBLEM E - FUTURE DEVELOPMENT PROPOSALS

Within the next few years the Sinclair and Guadalupe Freeways will bisect the entire model neighborhood. This new facility will create a barrier which will psychologically, physically and socially divide the neighborhood. Another problem is related to the widening of San Antonio and the future possibility of more street widening projects which will relocate many families currently residing along the thoroughfare. In the past, relocation efforts have been minimal, and, if the project is undertaken, a relocation plan must be developed and carefully pursued.

CAUSES

1. Relocation Considerations. In the San Antonio Street widening project, the city should thoroughly investigate the relocation possibilities and develop a relocation plan before any widening is attempted.
2. Lack of Social Considerations in Freeway Planning. The State of California, Highway Design Division, failed to consider the social ramifications of an earth filled elevated freeway when the facility was designed. An alternative would have been to place sections of concrete pier elevations where linear parts and community recreation facilities could have been accommodated.

PROBLEM F - UTILITY AND STREET DEFICIENCIES

Public facility deficiencies are defined as unpaved or deteriorated streets, poor street lighting, inadequate storm sewers and inadequate sanitary sewers. The Model Neighborhood has many such deficiencies that are exposed in the recently completed "San Jose Neighborhood Analysis".

CAUSES

1. Jurisdictional Conflicts. Because of the past history of scattered annexation the area developed under dual development standards.
2. Age of Areas. Most deficiencies are the result of the prevailing standards at the time of development. The present city standards for public facilities are far above those used 50 to 75 years ago.
3. Method of Financing Improvements. In the past, upgrading and improvements could only be done by property tax assessment districts which would be a financial hardship on the residents of the Model Neighborhood.
4. Financial Resources. The city presently lacks the monetary resources to improve the public facilities of the area. In addition, past capital emphasis on the newly developed areas.

2-2.6.2 PARK AND RECREATION

PROBLEM A - PARK DEFICIENCIES

Park needs of the Model Neighborhood are comprised of neighborhood parks, community parks, playgrounds and play fields. The information contained in the San Jose Neighborhood Analysis indicates the following deficiencies: community parks were deficient by 46.8 acres and neighborhood parks by 46.8 acres; because of schoolyard acreage, both playgrounds and playfields were in excess of recommended standards.

CAUSES

1. When the neighborhood were developed the prestated park and recreation standards were lower.
2. Bond issues to acquire additional park acreage require a 2/3 majority vote for passage - one no vote carries twice the weight of a yes vote.
3. The city has been unable to appropriate the required money to fully develop its park system. Past bond issues have been fully utilized.

4. School districts fail to provide needed recreational space by not opening school grounds after normal school hours.
5. Yearly financial appropriations for the Park and Recreation Department have not been sufficient to provide adequate personnel to manage school ground facilities after normal school hours.
6. Newly acquired parks have been left in an undeveloped state rather than providing minimum development such as lawns, etc.
7. Utility and roadway easements, as well as natural features, such as rivers and creeks, have not been utilized to provide linear parks and open spaces.
8. School sites have not been designed to accommodate the recreational needs of the neighborhood.

PROBLEM B - RECREATION DEFICIENCIES*

Within the Model Neighborhood there are only limited programs to serve the entire age spectrum. Residents of the area have expressed a need for programs in the areas of art, home arts, physical activity and education, senior citizen activities. Presently, these activities are being provided on a city-wide basis rather than on a neighborhood basis.

CAUSES

1. The City has been unable to appropriate the needed financial support for these types of programs.
2. Facilities within the area to conduct recreation activities are limited.
3. Because of the transportation problem, the residents of the area are unable to participate in city-wide activities.

PROBLEM C - COMMUNITY CENTERS

Only one of the neighborhoods, Mayfair, has a community center to conduct recreational, educational and cultural activities. The Gardner Neighborhood will acquire a small facility by the end of September, 1969.

CAUSES

1. Money to finance such facilities has been unavailable.

2-2.6.3 TRANSPORTATION

PROBLEM A - PUBLIC TRANSPORTATION

Existing public transportation is inadequate throughout most of the Model Neighborhood in either extent of coverage, frequency of service, or both. The present service is provided by two private bus companies franchised by the City. They are under no obligation to provide additional service when such service is likely to be unprofitable. A recent survey of the problem revealed that 2 hours of travel time was required for a bus trip from the Mayfair area to the County Health Center.

*Youth Recreational Problems are being surveyed by the Youth and Education Task Force.

CAUSES

1. Dual Bus Service. Two bus companies serving the same area.
2. Lack of Community Organizations. The residents of the areas that poorly served by public transportation do not have effective organizational tools to force the bus companies to correct the problem.
3. Local Government's Position on Transportation. The city and the county have been reluctant to acquire both bus systems for the purpose of providing a more efficient public service system.
4. Conflicting Viewpoints - Profit Versus Public Service. The degree of service provided to the residents of Mayfair and Tropicana is indicative of a major conflict---the residents are interested in a system that will enable them to have access to all areas for their economic benefit while the bus companies are oriented to a profit and loss statement.

PROBLEM B - TRAFFIC CIRCULATION

In certain areas throughout the MN traffic circulation is extremely poor. This problem includes traffic delays, blind intersections, through traffic poorly aligned and narrow streets and inadequate neighborhood facility accessibility.

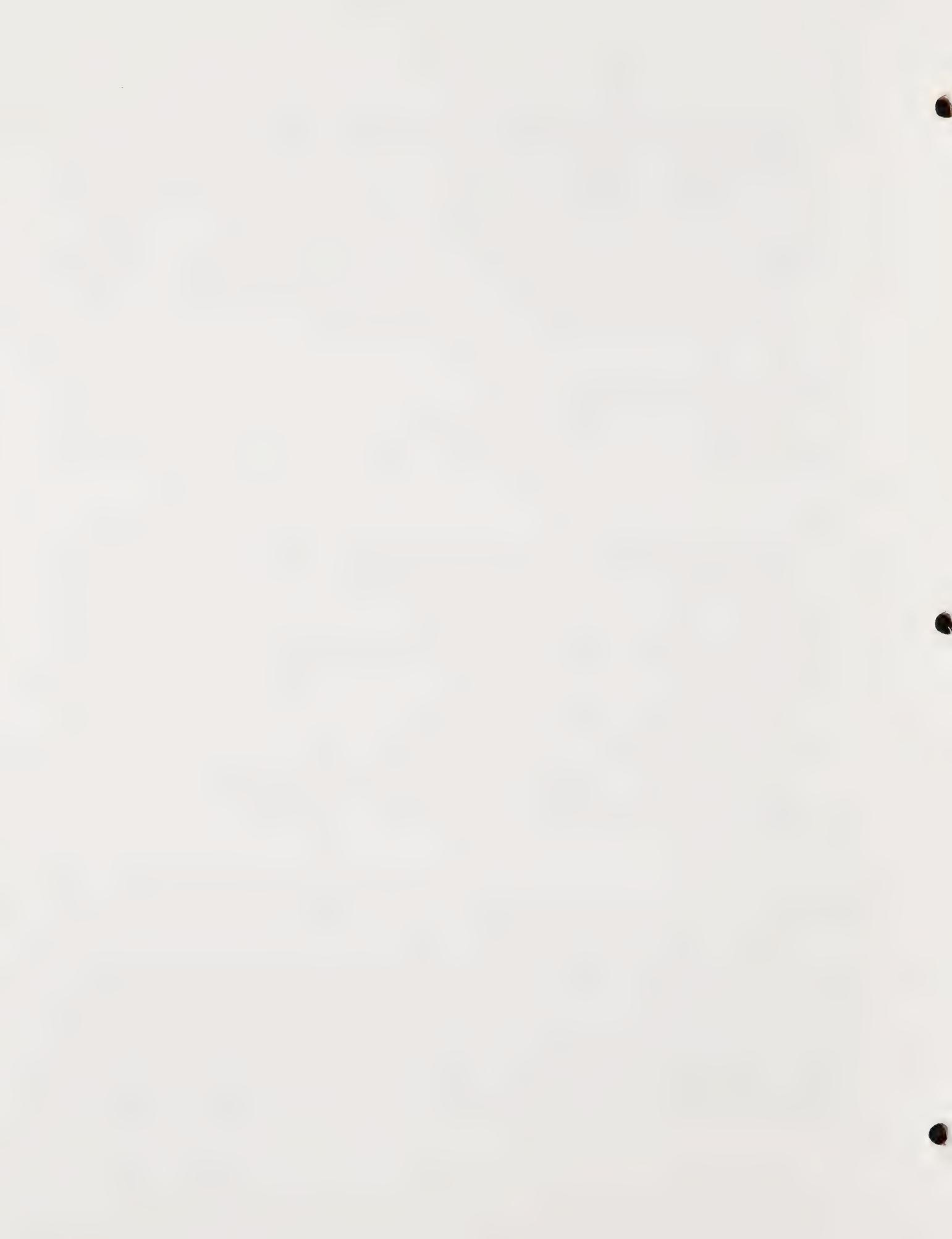
CAUSES

1. Scattered Annexation. Because of the past checkerboard pattern of annexation procedures in the Mayfair and Olinder area, the subdividing actively evolved under dual standards with an end result of dead-end streets, varied street widths, and poorly aligned streets. Currently, the city is dependent on the developer to continue to realign streets.
2. Antiquated Street System. The grid street pattern, as found in parts of the Olinder and Gardner areas, is indicative of pre-1930 development. Because of the increased use of the auto since that time, this pattern is responsible for the following circumstances:
 - a. Through traffic on residential streets.
 - b. Blind intersections (also due to corner parking and overgrown shrubs).
 - c. Unsafe conditions for pedestrians.
 - d. High percentage of land dedicated to streets and street right-of-ways.
3. Timing of Switching Operation. Railroad switching operations are often conducted during peak traffic hours.

2-2.6.4 HOUSING

PROBLEM A - SHORTAGE OF LOW AND MODERATE INCOME HOUSING

Within the Model Neighborhood and throughout the City of San Jose, there is a serious shortage of low and moderate income housing. According to the mid-1968 Northern California Real Estate Report, the average cost of a new home in the San Jose metropolitan area is around \$25,000. In addition, this cost has increased by 8 % since that time. Within the Model Neighborhood, 16.6 % of the families had income below \$3,000 per year in 1966. A family must have an uncommitted income of \$6,500 or more to qualify for the most inexpensive home being offered those in the \$17,000 class. However, only 1.04 % of the homes built in the first months of 1969 in Santa Clara County sold for \$17,000 to \$19,999. No homes in



Santa Clara County were built to see for less than \$17,499 in this same time period.

Rental prices are also beyond the range Model Neighborhood residents can afford. Rates have increased to a point where the average rental for a 3-bedroom home in Santa Clara County is \$28.00 a month.

The following points can be considered the end result of this situation:

- a. Apartment owners enjoying the low vacancy rate (2 % or less) have become more selective in choosing tenants.
- b. Property owners have allowed residential units to deteriorate because of the captive market situation. Almost any home or unit, in any condition, is being rented.
- c. Homes throughout the Model Neighborhood frequently house more than one family. In 1960, 1,790 housing units in the Model Neighborhood were overcrowded; this figure probably has increased by five to seven times since that date.
- d. Recent estimates state that over 2,000 families have applied for public rent subsidy housing, but additional housing does not exist. The San Jose Housing Authority can only supply 625 units within the next year through leasing from private individuals.

CAUSES

1. Descriminination and poverty. Housing problems of non-whites and Mexican-Americans result from both poverty and discrimination. Housing choices open to these persons within the Model Neighborhood are significantly more limited than those open to whites.
2. A Low Vacancy Rate. This factor inhibits the process of sound housing "filtering down" to become available to those of moderate and low income.
3. Building Costs. The cost of labor and materials has skyrocketed over the past two years. The price of land is constantly rising. Building codes and zoning requirements also significantly add to the construction costs of homes. Building codes often require unnecessary procedures and methods to be used to accommodate inspection. In addition, today's building codes are antiquated and can be considered an inhibitor of advanced home-building technologies. Zoning requires contractors to build a certain number of homes per acre, increasing the unit costs of residential construction.
4. Construction Methods. Conventional construction methods significantly increase the cost of housing. There have been no significant technological improvements in the method of construction within the San Jose area for the past twenty years. Causes can be related to building codes, organized labor, financial lending institutions and FHA.
5. Interest Rates. Interest rates have soared over the past three years to a point where it is both unprofitable and uneconomical for a large land developer or multi-family residential builder and/or investor to build new housing units.
6. Limited Builder's Market. Stanford Research Institute concludes that builders are only building to accommodate 4 % of the potential customers.
7. Public Opposition to Low-Cost Housing. Neighborhood groups and homeowner groups throughout the city constantly oppose any low-cost housing within their area. They have been effective in convincing the City Council that particular

projects were undesirable. Objections of the groups often center around the design; objections that the homes being built were not low-cost; school districts would be overcrowded and a lack of property maintenance would prevail.

8. Failure of Efforts on the Part of Citizen Groups. Three citizen's committee groups within the city recently investigated methods of acquiring low-cost housing. Primary emphasis was on convincing private industry that a market existed for their product. The committee was unable to find an acceptable solution to the problem.
9. Condition of Housing. San Jose's housing stock is relatively new. Only 18 % of the total 302,600 units were in existence prior to World War II. The oldest housing exists within the Model Neighborhood and is usually wood frame with a limited life span.
10. Influx of new residents. The City of San Jose has experienced a rapid population growth which has seriously hindered an effective housing filtering process.
11. Failure of the Recent Public Housing Referendum. Last November the voters of San Jose were given the opportunity to allow the San Jose Public Housing Authority to add 1,000 units of low-income housing to the housing stock. Such referendums are required by California law before the City or County Housing Authority can acquire property and housing units. Eleven California cities held referendums on November 5, 1968. Only San Jose voted it down.
12. Urban Renewal and Public Facility Projects. 4,000 housing units in San Jose metropolitan area have been lost because of urban renewal, freeways, code enforcement, fires, and voluntary demolition since 1960. About 900 will vanish in the next two years according to HUD. Presently, no replacement units are being built.
13. Shortage of Federal Funds. Several non-profit corporations have been formed within the metropolitan area with the explicit purpose of building low-income housing. Because of the failure of Congress to appropriate sufficient funds to sections FHA 235 (home ownership) and 236 (rental property) of the 1968 Housing Act, these efforts have been futile.
14. Property Tax discourages the rehabilitation of sub-standard dwelling units since new additions or alterations are taxed at an increased rate.

PROBLEM B - DETERIORATED CONDITION OF HOUSING

Within the Model Neighborhood there are approximately 1,950 substandard housing units. This represents 16.2 % of the total residential units in the neighborhood. No statistics on city-wide housing conditions are available for 1966. However, according to the 1960 census, 18.1 % of the housing units in the Model Neighborhood were substandard and 16.2 % were dilapidated. Compared to the entire city, only 6.7 % of all units were substandard and 2.0 % were dilapidated in 1960.

CAUSES

1. In the neighborhoods where significant deterioration exists, namely Olinder, Gardner and Mayfair, the housing stock is composed of older wood frame structures that have not been adequately maintained.
2. With 49 % of the homes being occupied by renters, this is an indication of a landlord dominated area, in which residents have been unable to force the property owners to upgrade their property and improvements.
3. Many owner-residents of the area lack the financial resources to rehabilitate their homes and/or the knowledge of methods for home repair.

4. Poor visual conditions, deficient public facilities and services and mixed land uses have destroyed the pride and motivation of the Model Neighborhood residents.
5. Housing Code enforcement programs have not been used to their potential and where used, they have not been consistent.

PROBLEM C - LACK OF HOUSING CHOICE

The residential composition of the Model Neighborhood is almost predominantly single family units. This condition makes it difficult for a family to locate decent housing, regardless of age, income, race and ethnic background with a maximum choice of rental or ownership and type and location.

CAUSES

1. Investors and developers have not been interested in building apartments in the area because of its generally undesirable investment potential.
2. The transitional nature of the area has made it more profitable for industry to locate and operate within the neighborhood.
3. See causes listed under Problem A.
4. Taxation policies of Santa Clara County discourages home improvement because of the fear of increased assessments.
5. Rezoning policies have inhibited multi-family development. In the Mayfair area an annexation provision reverted the prevailing zoning pattern to lower density residential development.

PROBLEM D - LOW INCOME HOUSING DEMAND

A great potential for providing low and moderate income housing, through the Model Cities Program, exists within the Model Neighborhood during the five year implementation phase. An end result of this situation will be a demand for these new housing units by residents of the entire metropolitan area. To alleviate this condition priorities must be established to allocate all new units on a need basis to people that have been relocated by Model Cities Project and people currently residing in the Model Neighborhood.

CAUSES

1. Present city-wide shortage of low and moderate income housing.

PROBLEM E - FIXED INCOME ELDERLY RESIDENTS

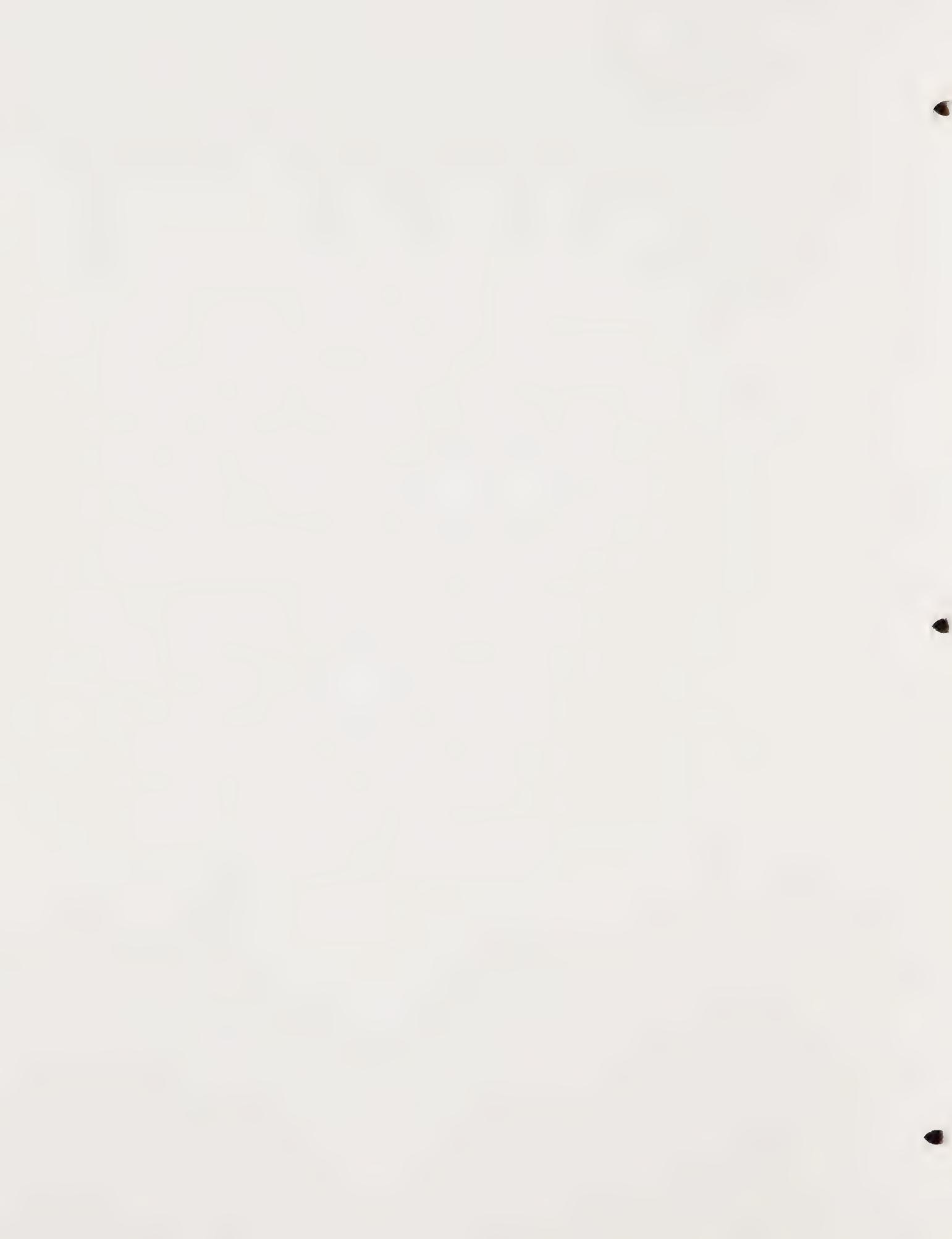
Elderly residents of the Model Neighborhood who are currently living on fixed income will be unable to finance home improvements and rehabilitation or they will be unable to afford the costs of relocation. In addition, 20.5% of the Model Neighborhood residents have incomes below \$3,000 per year. A primary emphasis of all housing programs should be to protect the interests of these people by providing rehabilitation grants rather than loans for home improvement. Relocation grants should also clearly offset the cost and inconveniences of relocating.

PART 3

OBJECTIVES

AND

STRATEGY



3- OBJECTIVES AND STRATEGY

3-1 OBJECTIVES

To facilitate the selection of primary and secondary city objectives, a series of "problem linkage" models were formed to aid the "objective steering committee" and Model City Board of Directors in the ranking of objectives. The first phase of this linkage analysis entailed condensing the 44 problems listed in Table 1 by grouping overlapping problems and deleting problems which could be solved through other channels. This reduced the list of problems from 44 to 30. Disposition of the deleted 14 problems are described in Table 1 by bracket and at the end of the Table.

3-1.1 PROBLEM INTERRELATIONSHIP (LINKAGE)

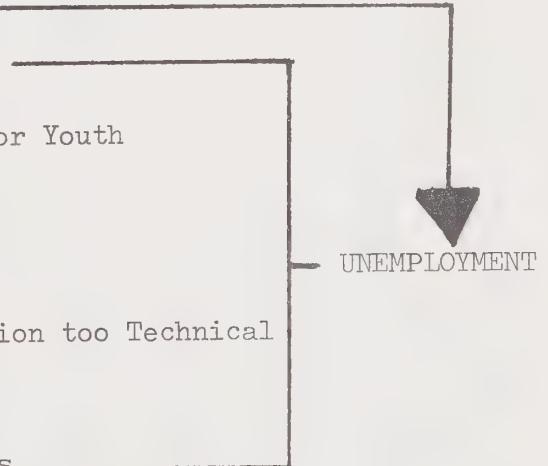
Next a series of questions were formulated which, when scored numerically, would provide an indication of the amount of linkage any one problem had to the other 29 problems. In this fashion it was postulated that problems which linked many times (thus having a high degree of cause and effect influence) to other problems could be readily identified. The first scoring model was set up as follows:

Question: Which of the 29 problems contribute to (e.g. unemployment) as a causation agent? (See Table 2 for worksheet format)

Typical Example:

Problems which have "cause" linkage to

Stagnant Economic Growth
Relevancy of Education
Insufficient Employment Opportunities for Youth
Public Transportation
Governmental Constraints (red tape) on
 Implementing Special Programs
Child Care Facilities and Programs
Welfare Services and Grants
Shortage of Vital Information, Information too Technical
High Criminal Repeat Rate
Legal System
High Crime Rate
No Representation on Governmental Bodies



UNEMPLOYMENT

This process was repeated for each of the 30 listed problems. A count was then made of the number of times each problem turned up as a "causation" agent. For example Problem No. 2, "Relevancy of Education", was found to link to 16 of the other 30 problems thus receiving a score of 16. Unemployment linked 11 times thus receiving a score of 11 and so on. Table 3 summarizes "causation" linkage.

TABULATED PROBLEM SUMMARY

TABLE 1

GROUP PRIORITY	TAB. NO.	PROBLEM (by Task Force)	PARA. IDENT.
2	1.	The school staff is not sensitive to M.N. problems.	2-2.1 A
2	2.	The school's program is not relevant to needs of the M.N.	2-2.1 B
Deleted	3.	M.N. residents have few leisure time activities.	2-2.1 C
	4.	Unmet health needs within the M.N.	2-2.2.1A
2	5.	Inaccessibility of health services.	2-2.2.1B
	6.	High environmental health deficiencies (sanitation).	2-2.2.1C
3	7.	Inadequate child care facilities and programs.	2-2.2.1D
	8.	Welfare grants are inadequate.	2-2.2.2A
4	9.	Welfare government services are inadequate.	2-2.2.2B
Deleted	10.	Welfare recipients lack the basics to start self-improvement	2-2.2.2C
1	11.	A high unemployment rate exists in the M.N.	2-2.3 A
6	12.	Insufficient employment opportunities for youth.	2-2.3 B

YOUTH & ED.

HEALTH

WELFARE

JOBS

TABLE 1

GROUP PRIORITY	TAB NO.	PROBLEM	PARA. IDENT.
Deleted	13.	Language barrier (employment and upgrading)	2-2.3C JOBS
1	14.	Stagnant economic growth in M.N.	2-2.3D JOBS
4	15.	Police harassment	2-2.4A
2	16.	High crime rate in M.N.	2-2.4B
Deleted	17	J.D. and street gangs on increase in M.N.	2-2.4C LAW
5	18.	High crime repeat rate	2-2.4D
2	19.	Legal system not meeting the needs of M.N. people	2-2.4E
1	20.	M.N. residents do not receive vital information.	2-2.5A
4	21.	No representation on governmental bodies.	2-2.5B
6	22.	No information feedback to governmental agencies.	2-2.5C
Deleted	23.	Communication information too technical.	2-2.5D
7	24.	Unfavorable reaction M.N. residents on gov. bodies.	2-2.5E
6	25.	Unequal M.N. representation on community organizations.	2-2.5F
3	26.	Land use patterns.	2-2.6.1A

TABLE 1

GROUP PRIORITY	TAB. NO.	PROBLEM	PARA. IDENT.
3	27.	M. N. visual quality.	2-2.6.1B
3	28.	Deficient building conditions.	2-2.6.1C
Deleted	29.	Unused development potential.	2-2.6.1D
3	30.	Environmental hazards.	2-2.6.1E
7	31.	Future development proposals (roads).	2-2.6.1F
5	32.	Utility and street deficiencies.	2-2.6.1G
5	33.	Park deficiencies.	2-2.6.2A
	34.	Recreation deficiencies.	2-2.6.2B
	35.	Too few community centers.	2-2.6.2C
1	36.	Public transportation.	2-2.6.3A
7	37.	Traffic circulation.	2-2.6.3B
1	38.	Shortage of low and moderate income housing.	2-2.6.4A
Deleted	39.	Deteriorated condition of housing.	2-2.6.4B

ENVIRONMENTS

RECREATION

TRANS

HOUSING

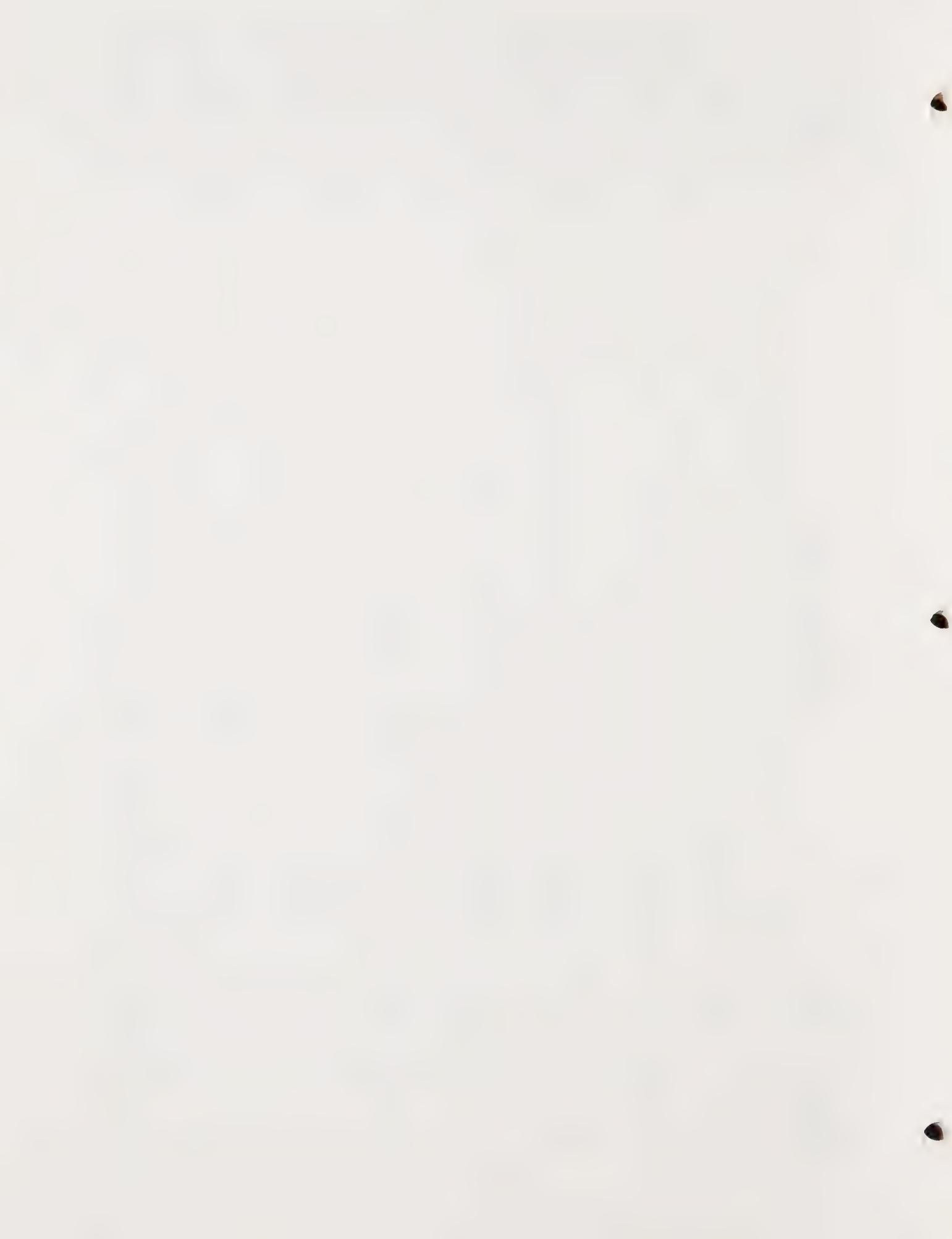


TABLE 1

GROUP PRIORITY	TAB. NO.	PROBLEM	PARA. IDENT.
Deleted	40.	Lack of housing choice.	2-2.6.4C
Deleted	41.	Low-income housing demand (high).	2-2.6.4D
6	42.	Fixed income of elderly residents.	2-2.6.4E
<u>LATE PROBLEM ENTRIES</u>			
	43.	Lack of voter registration	
	44.	Government red tape, tradition, vested interests.	

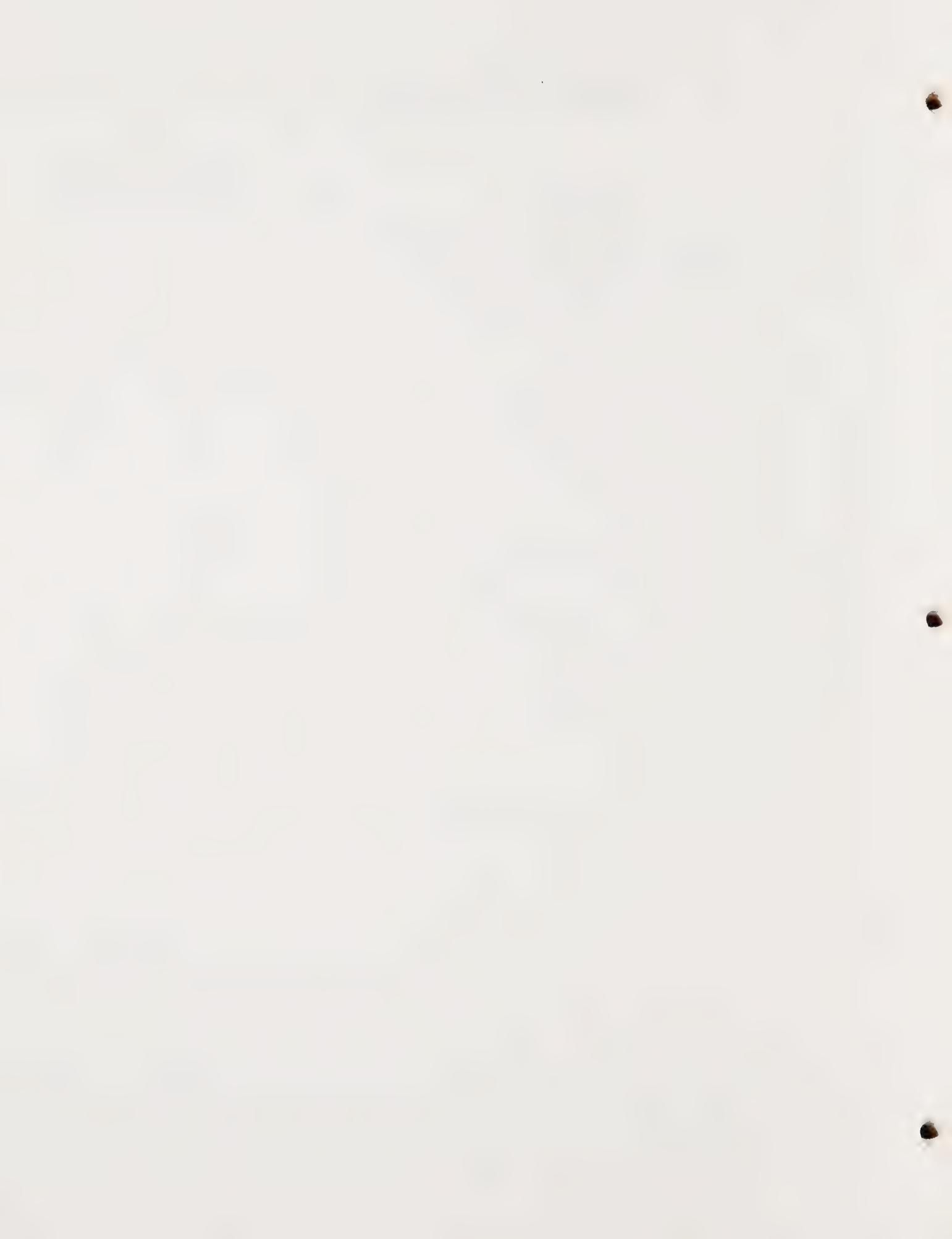
<u>SOLUTION CHANNEL PARA.</u>	<u>DELETED</u>	Unranked problems which will be resolved through other channels
2-2.1 B	a) LANGUAGE BARRIER.	
2-2.3 D	b) UNUSED DEV. POTENTIAL.	
2-2.6.2 A-B-C	c) M.N RESIDENT LEISURE TIME ACTIVITIES.	
2-2.1B, 2-2.3A-D, also groups 1-2-3	d) WELFARE RECIPIENTS LACK BASIS TO START SELF IMPROVEMENT.	
2-2.6.1C	e) DETERIORATED CONDITION OF HOUSING.	
Groups 2&5	f) J.D. & STREET GANGS ON INCREASE.	
2-2.6.4A	g) LACK OF HOUSING CHOICE.	
2-2.6.4A	h) LOW-INCOME HOUSING DEMAND(HIGH).	
2-2.5 A	i) COMMUNICATION INFORMATION TOO TECHNICAL.	

LINKAGE WORKSHEET

TABLE 2

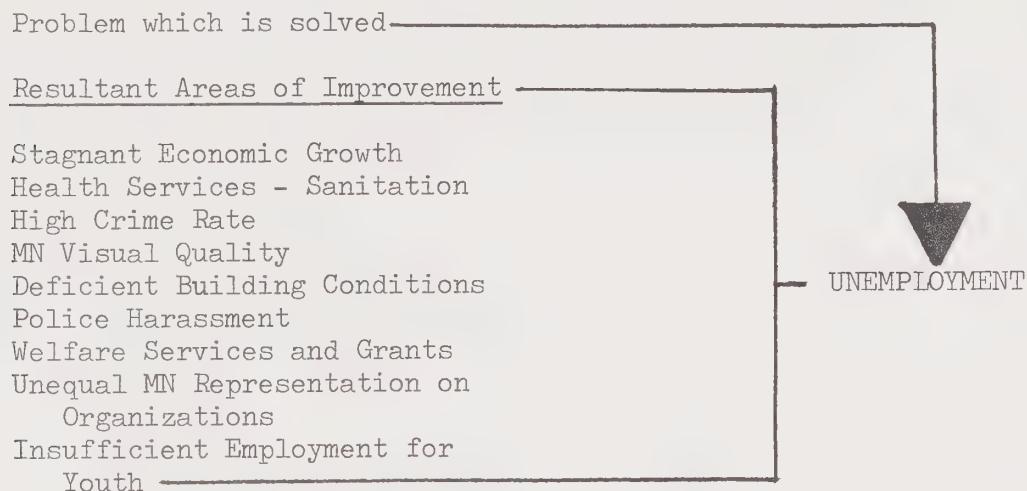
TABLE 3
PROBLEM LINKAGE, CAUSATION

<u>TAB NO.</u>	<u>PROBLEM</u>	<u>RANK</u>	<u>% of 30 PROBLEMS</u>	<u>LINKAGE SCORE</u>
44	Gov. red tape, tradition, vested interests	1	70	21
21	No. representatives on government bodies	2	63	19
2	Relevancy of education	3	53	16
22	No information feedback to Government	4	50	15
20	Shortage of vital information	5	47	14
11	Unemployment	6	37	11
14	Stagnant economic growth	7	37	11
36	Public transportation	8	30	9
43	Lack of voter registration	9	27	8
25	Unequal MN representation on organ.	10	23	7
27	MN visual quality	11	23	7
89	Welfare services and grants	12	20	6
345	Parks, recreation & community facilities	13	17	5
26	Land use patterns	14	17	5
16	High crime rate	15	17	5
32	Utility and street deficiencies	16	17	5
18	High criminal repeat rate	17	17	5
24	Unfavorable reaction to MN representatives	18	17	5
19	Legal system	19	13	4
456	Health services - sanitation	20	10	3
28	Deficient building conditions	21	10	3
30	Environmental hazards	22	10	3
7	Child care facilities and services	23	10	3
42	Fixed income of elderly	24	10	3
12	Insufficient employment for youth	25	7	2
1	Staff - education	26	3	1
38	Shortage of housing	27	3	1
15	Police harassment	28	3	1
37	Traffic circulation	29	3	1
31	Future development proposals (roads)	30	0	0



Next a resultant model was set up which asks the question:
If the (e.g. unemployment) problem is solved, which of the other 29 problems would also improve?

Typical Example:



In this case scoring involved counting the quality of "resultant" areas (within brackets) to the right of the listed problem. Unemployment for example received a score of 9 thus showing a linkage of 30% to all model neighborhood problems. Table 4 summarizes "resultant" linkage.

To achieve additional visibility to which problems have the greatest amount of "cause and effect" linkage, the causation and resultant scores were summed and put in a final ranking order as shown in Table 5. These tables, No. 3, 4 and 5, were then utilized by the "objectives steering committee" and the community Board of Directors as a visual aid in selecting (by priority) city objectives.

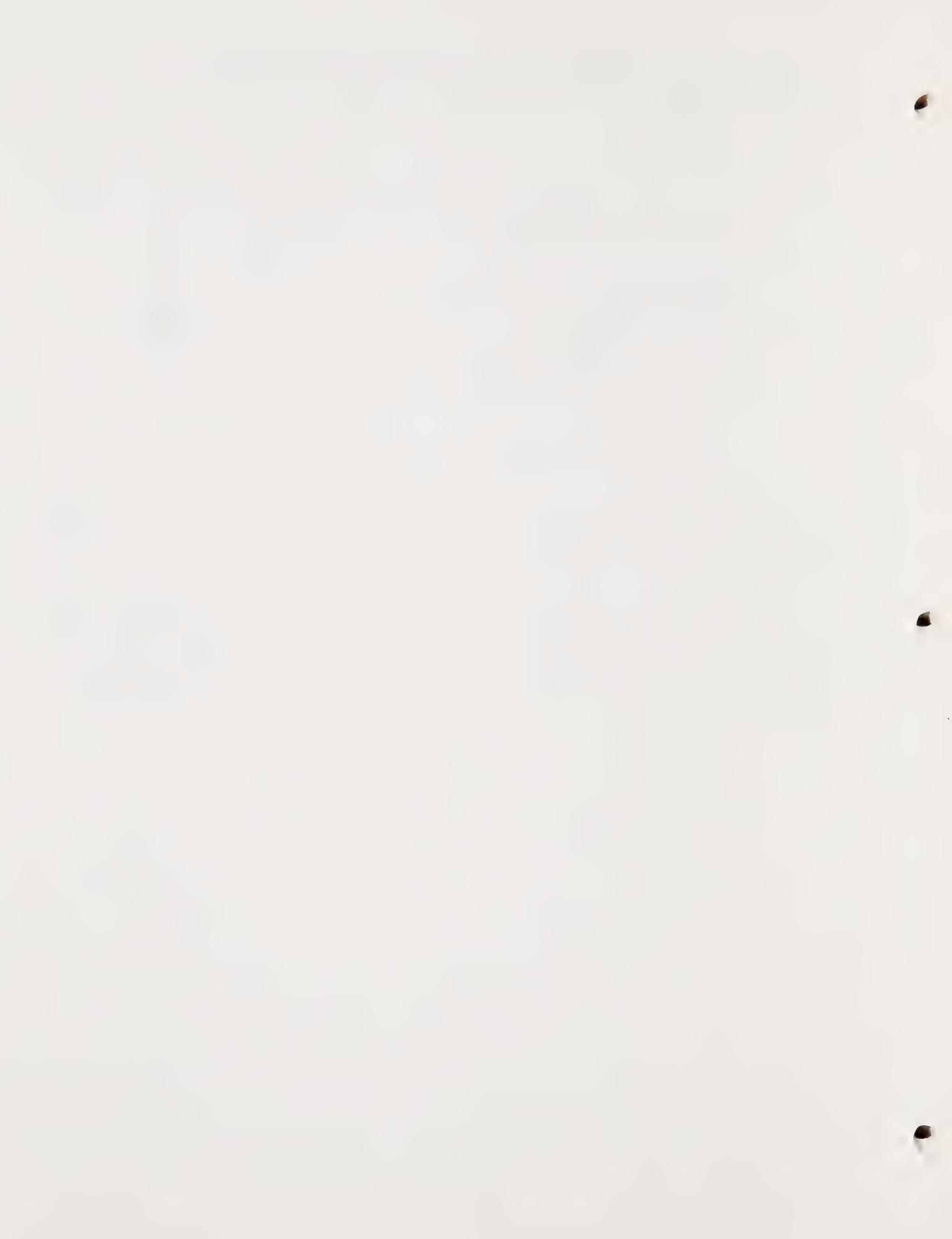


TABLE 4
PROBLEM LINKAGE, RESULTANT

<u>TAB NO.</u>	<u>PROBLEM</u>	<u>RANK</u>	<u>% of 30 PROBLEMS</u>	<u>LINKAGE SCORE</u>
21	No Representatives on Government Bodies	1	73	22
22	No Information Feedback to Government	2	63	19
44	Government Red Tape, Tradition, Vested Interests	3	63	19
14	Stagnant Economic Growth	4	60	18
2	Relevancy of Education	5	57	17
20	Shortage of Vital Information	6	53	16
89	Welfare Services and Grants	7	50	15
25	Unequal MN Representation on Organizations	8	47	14
345	Parks, Recreation and Community Facilities	9	43	13
36	Public Transportation	10	37	11
27	MN Visual Quality	11	37	11
1	Staff - Education	12	37	11
16	High Crime Rate	13	33	10
7	Child Care Facilities and Services	14	33	10
11	Unemployment	15	30	9
456	Health Services - Sanitation	16	30	9
38	Shortage of Housing	17	27	8
26	Land Use Patterns	18	27	8
18	High Criminal Repeat Rate	19	27	8
43	Lack of Voter Registration	20	27	8
19	Legal System	21	23	7
28	Deficient Building Conditions	22	20	6
30	Environmental Hazards	23	20	6
32	Utility and Street Deficiencies	24	20	6
12	Insufficient Employment for Youth	25	20	6
42	Fixed Income of Elderly	26	17	5
37	Traffic Circulation	27	13	4
24	Unfavorable Reaction to MN Representatives	28	10	3
15	Police Harassment	29	7	2
31	Future Development Proposals (Roads)	30	0	0



TABLE 5

PROBLEM LINKAGE, SUMMARY SCORE
(CAUSATION PLUS RESULTANT LINKAGE)

<u>TAB NO.</u>	<u>PROBLEM</u>	<u>CAUSATION SCORE</u>	<u>RESULTANT SCORE</u>	<u>TOTAL SCORE</u>
21	No Representative on Government Bodies	19	22	41
44	Government Red Tape, Tradition, Vested Interests	21	19	40
22	No Information Feedback to Government	15	19	34
2	Relevancy of Education	16	17	33
20	Shortage of Vital Information	14	16	30
14	Stagnant Economic Growth	11	18	29
25	Unequal MN Representation in Organizations	7	14	21
89	Welfare Services and Grants	6	15	21
11	Unemployment	11	9	20
36	Public Transportation	9	11	20
27	MN Visual Quality	7	11	18
345	Parks, Recreation and Community Facilities	5	13	18
43	Lack of Voter Registration	8	8	16
16	High Crime Rate	5	10	15
26	Land Use Patterns	5	8	13
7	Child Care Facilities and Services	3	10	13
18	High Criminal Repeat Rate	5	8	13
1	Staff - Education	1	11	12
456	Health Services - Sanitation	3	9	12
32	Utility and Street Deficiencies	5	6	11
19	Legal System	4	7	11
28	Deficient Building Conditions	3	6	9
30	Environmental Hazards	3	6	9
38	Shortage of Housing	1	8	9
42	Fixed Income of Elderly	3	5	8
24	Unfavorable Reaction to MN Representatives	5	3	8
12	Insufficient Employment for Youth	2	6	8
37	Traffic Circulation	1	4	5
15	Police Harassment	1	2	3
31	Future Development Proposals (Roads)	0	0	0

3-1.2 PROBLEM SOLUTION FEASIBILITY

In addition to the linkage models just described, a problem "solution feasibility" model was set up to gain insight into how difficult or easy solving a given problem would be. From this, information relative to time phasing, cost, and practability was obtained.

The scoring model was as follows:

*total point spread = 7

Typical Example: Utility and Street Deficiencies.

<u>Step No.</u>	<u>Score</u>
1	+2
2	+1
3	+3
4	+2
5	0
6	0
7	<u>+2</u>
	Total 10

Table 6 summarizes the feasibility of solving each problem. A high score indicates relative ease in solving the problem. A low score reflects a high degree of difficulty in solving the problem.

3-1-3 OTHER PROBLEM BANKING ATDS

As the formation and utilization of the linkage models described earlier drew to a conclusion, it became evident that the data resulting from them lacked one very important element. That element was the human or psychological element

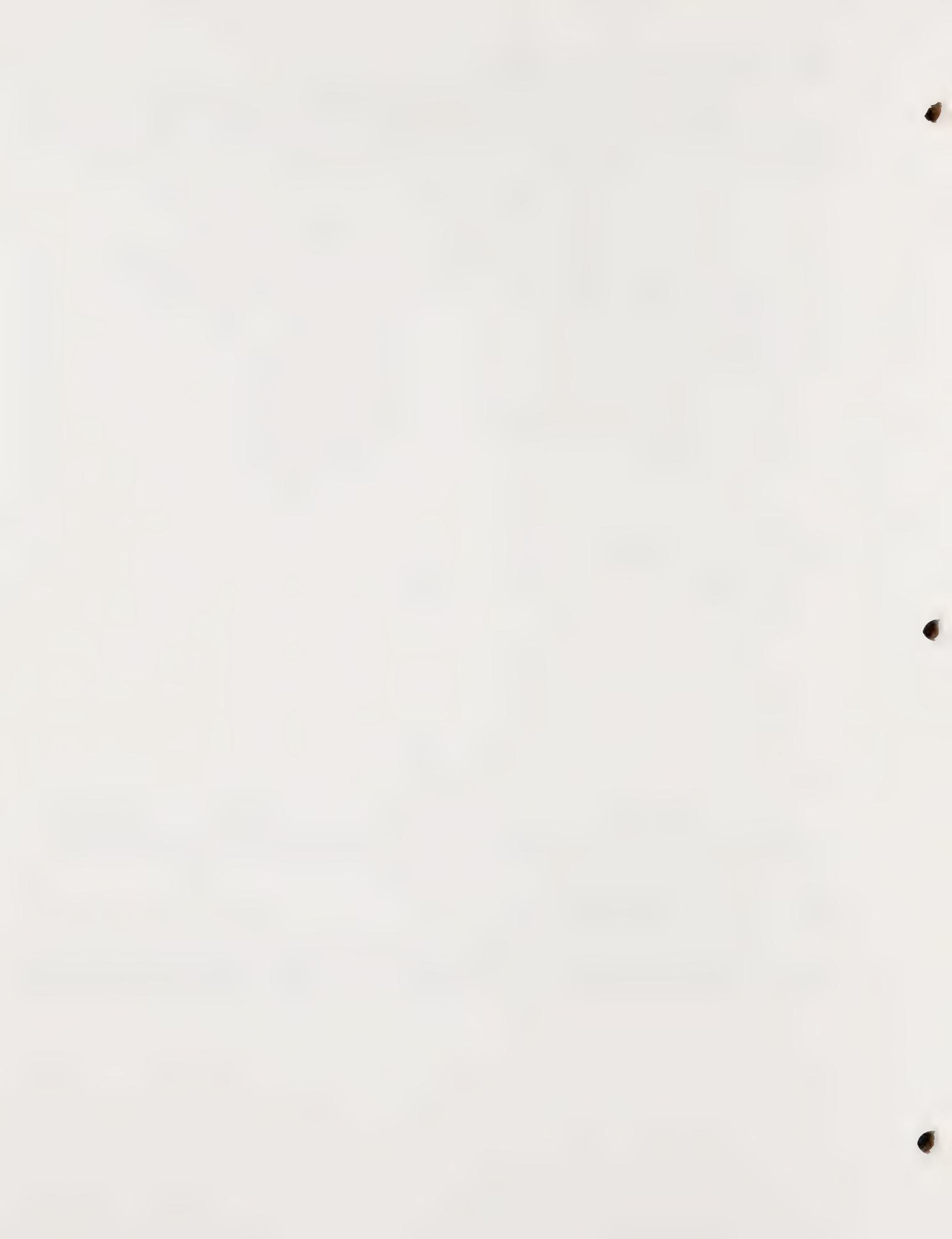
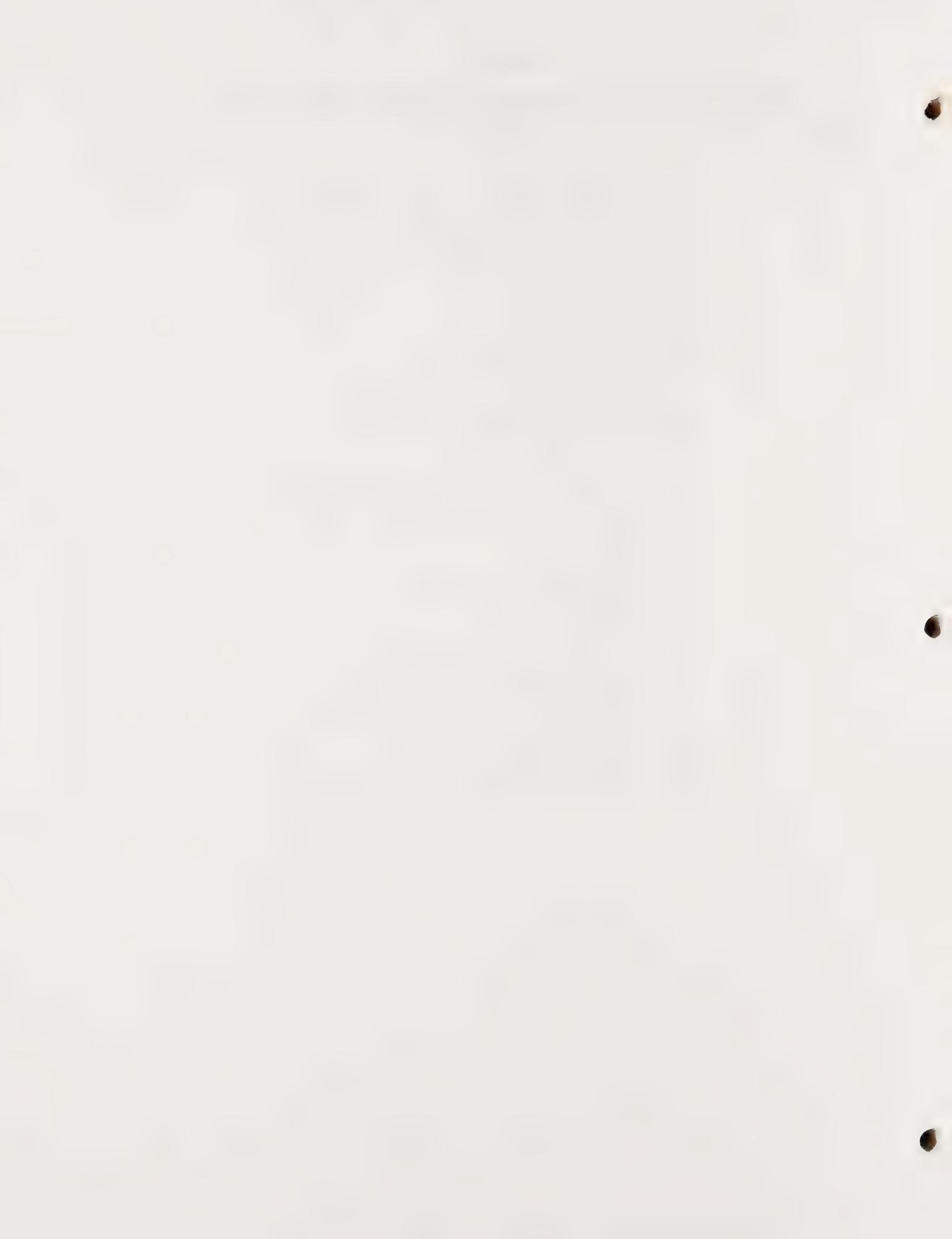


TABLE 6

RANKING OF PROBLEMS ACCORDING TO FEASIBILITY INDEX SCORE

<u>SCORE</u>	<u>PROBLEM</u>
13	Environmental Hazards
11	Unequal Representation on MN Organizations
10	Parks, Recreation and Community Facilities
10	Utility and Street Deficiencies
9	Deficient Building Conditions
6	Relevancy of Education
6	Public Transportation
6	Child Care Facilities
5	Lack of Voter Registration
5	Health Services - Sanitation
5	Traffic Circulation
5	Model Neighborhood Visual Conditions
4	Insufficient Employment of Youth
3	Stagnant Economic Growth
3	Police Harassment
2	Welfare Services and Grants
2	No Representation on Governmental Bodies
2	Shortage of Vital Information
2	Unemployment
2	Unemployment
2	Future Development Proposals
1	Land Use Patterns
1	Legal System
1	Fixed Income of Elderly Resident
1	Staff - Education
0	Governmental Red Tape
0	No Information Feedback to Government
0	High Crime Rate
-1	Shortage of Housing
-2	High Crime Repeat Rate
-2	Unfavorable Reaction to MN Residents



For example, the housing shortage problem scored very low in all linkage categories yet is of the utmost importance to the people of the community. Thus an additional test criteria was devised to assess the validity of problem priorities. The question was asked:

Will the solving of the problem improve:

Neighborhood unity and spirit
Neighborhood environment
Neighborhood basic needs
Neighborhood security

This final criteria is a key element in understanding the priorities set by the community. The linkage models provided a visual aid for identifying which problems were major contributors to other problems and the feasibility index provided guidance for time phasing and to some degree, cost. In the final analysis, however, these models served only as aids and their resultant rankings were blended with the criteria above via the joint efforts of the CDA staff, MC staff and community Board of Directors to determine program priorities.

3-1.4 MNA PROBLEM PRIORITIES

The priority ranking of MNA problems, by groups, as indicated by Table 7, states the recognition of Group 1 problems as those which most severely affect the lives of MN residents, as well as indicating the need for simultaneous, yet limited, comprehensiveness, in order to concentrate resources in an effective manner.

This listing is the culmination of taking into consideration all of the before mentioned linkage models, statistical analysis, the important psychological and subjective "gut feeling" evaluation and developing the major problem priorities list. This process took approximately four to five weeks and was a combined effort by both the CDA and MCSJ staffs. Many discussions, some heated, but mostly constructive, were held to decide jointly which problems were in fact the most critical. It was interesting to note, but yet looking back, not too surprising to find that many differences occurred between the CDA and MCSJ staffs.

It was only after a priority list was developed that was satisfactory to both staffs, that the problem ranking list was presented to the community organization's Board of Directors for their approval. However, because there were some serious questions as to whether the unemployment problem is more critical than the housing problem, or the education problem is more critical than economic development, etc., the staffs agreed that a strict 1-30 priority listing is almost impossible. Therefore, the staffs decided to rank the problems into four specific groups, with Group 1 being more critical than Group 2, and so on. However, problems are not ranked within specific groups.

TABLE 7
RANKING OF MNA PROBLEM PRIORITIES

GROUP 1

Unemployment
Shortage of Housing
Relevance of Education
Public Transportation
Stagnant Economic Growth
No Representation on Government Bodies
Shortage of Vital Information
Government Red Tape

GROUP 2

Staff Education
No Information Feedback
Child-Care Centers
Lack of Voter Registration
Welfare Services and Grants
Health Services
MN Visual Quality
Police Harassment

GROUP 3

Parks, Recreation and Community Facilities
Unequal MN Representation
Legal System
Utility and Street Deficiencies
Deficient Building Conditions
Environmental Hazards
Insufficient Employment Opportunity-Youth

GROUP 4

Fixed Income to Elderly
Land Use Pattern
Unfavorable Reaction to MN Rep. on Government
High Crime Rate
High Criminal Repeat Rate
Traffic Circulation
Future Development

3-1.5 THE FORMULATION OF MN OBJECTIVES

As soon as the completion of the ranking of MNA problems was accomplished, each problem area set out to develop general objectives in their particular area, (i.e., housing, education, etc.) in order to provide a framework from which precise and realistic projects could be developed.

Each task force was directed to study their major problems and to set objectives that, if accomplished, would eliminate or alleviate those problems. For example, the Youth and Education Task Force, in attacking the problem, "Many of the professional staffs in the MN schools are not sensitive to the problems of the community", (Section 2-2.1, Problem A) stated their objective as, "To develop programs to effectively indoctrinate teachers, counselors and administrators in the MNA". The general objective is further broken into sub-objectives (e.g., A-1, "To initiate incentive programs in the MN School Districts to "recruit" and "hold" a quality staff". Each task force's establishment of their general objectives and sub-objectives are stated in paragraphs 3-1.6.

3-1.6 OBJECTIVES

3-1.6.1 YOUTH AND EDUCATION OBJECTIVES

- A. To develop programs to effectively indoctrinate teachers, counselors and administrators in the MN.
 1. To initiate incentive programs in the MN School Districts to "recruit" and "hold" a quality staff.
 2. To cooperate with local colleges and school districts to create programs to recruit and train students from the MN to work in the schools, "scholarship, etc." (Teachers, Counselors, Administrators, Aides, Liaison, etc.)
 3. To assist local colleges and school districts to establish more meaningful in-service and more adequate recruiting programs for teachers, counselors, administrators and other school people.
 4. To assist in creating programs which open lines of communication between groups in the MN schools, e.g., Teachers-Students, School-Community.
 5. Attempt to assist, when applicable, school districts and colleges to eliminate "latent racism".
 6. Offer some incentives to school staffs to live in the MN.
- B. To increase the relevance of the educational program to the needs of students.
 1. To assist school districts in creating a more relevant curriculum at all levels from pre-school to adult education in order to reduce the high drop-out rate.
 2. To evaluate present secondary programs and make necessary changes and adjustments so that high school graduates will have a "saleable skill".
 3. To make school district personnel aware of the uniqueness of the MN student and his educational problems.
 4. To assist the MN school districts in (a) supplying the student with more adequate and relevant materials (b) lower class size (c) getting more "Real World" textbooks (d) supplying the schools with more

"adult models" (e) establishing a quality individualized diagnostic and prescriptive program (f) create tutorial programs.

5. To bring all MN school buildings up to present day standards.
6. To design and develop programs for total involvement of child, parent and school thus creating a school environment that relates to the MN child.
7. To update and maintain a high quality of library services.
8. To establish programs at the elementary level to eliminate the deteriorating level of performance by many of the MN students.
9. Assist school districts in developing ways in which to eliminate the tracking system.

C. To increase and develop parks and community facilities in the MN to meet the leisure time needs of the MN.

1. To create and establish Child-Care Centers, Pre-Schools and Community Centers, recreation (including swimming pools for each Jr. High School) and Adult Education facilities.
2. To assist in securing adequate Public Transportation for the college students in the MN.
3. To assist and create programs to help the City and other public agencies to (a) cut down on vandalism in and about the schools (b) in providing adequate maintenance for public places (c) securing more recreational activities.
4. To design and develop additional recreational facilities and programs.
5. To muster public opinion and get public officials and MN residents excited and "turned on" about their neighborhood leisure time activities.

3-1.6.2 HEALTH AND WELFARE OBJECTIVES

A. To improve the level of health of the MNR and increase their accessibility to health care.

1. To initiate a program for recruiting, training and implementing indigenous paramedical personnel within the MN medical care program.
2. To implement an intensive Spanish speaking skills program for agency personnel serving the MN.
3. To coordinate a Medical Scholarship Program for eligible MN students.
4. To actively promote and recruit MNR to participate in planning and policy-making for health programs within MN.

B. To increase the quantity, quality and utilization of health services with the MN.

1. To increase the number of health personnel available to the MNR.
2. To increase accessibility to health care through the provision of health information, referral system and transportation.
3. To implement and initiate channels of communications to agencies serving the MN so that effectiveness and relevancy of programs can be properly evaluated.

- C. To improve the quality of the environment throughout the MN by eliminating environmental conditions that are hazardous or detrimental to health.
 - 1. To upgrade and coordinate environmental health program within the MN.
 - 2. To provide new environmental health programs that will effectively reach, involve and affect the MNR.
- D. To increase the number of Child-Care programs and facilities within the MN.
 - 1. To assist and encourage community action to change inappropriate local laws regarding child-care.
 - 2. To initiate a program of nutrition, culture and education within the child-care facilities.

WELFARE OBJECTIVES

- A. To reduce the poverty level of the MN on a planned yearly basis until it is eliminated.
 - 1. To develop and strengthen the economic base of the MN by increasing the employment and employability of MN residents. (see section on Jobs and Job-Training).
 - 2. To develop a program of guaranteed annual income.
 - 3. To assist the community at large in becoming aware of and developing affirmative action programs toward eliminating discrimination.
- B. To develop a Welfare System that will adequately meet today's problems of dependency.
 - 1. To work towards a program of guaranteed annual income.
 - a. Until the above is implemented, to develop a realistic public assistance grant structure.
 - 2. To develop a vehicle whereby low income MN residents can make their needs known and understood by governmental bodies and the general public.
 - 3. To develop proposals for legislative changes.
- C. To assist in developing new social services delivery systems whereby both existing and new services can be more effective and relevant to MN residents.
 - 1. To assist existing social service agencies change their traditional methods of service delivery.
 - 2. To assist in securing additional funds for agencies to out-station their services into MN.
 - 3. To assist in developing new methods of coordination of the various service agencies.
 - 4. To develop ways in which MN residents can participate on the advisory and policy making bodies of these agencies.
 - 5. To develop a coordinated program of new careers in social services for MN residents.

3-1.6.3 JOB AND JOB-TRAINING OBJECTIVES

- A. To introduce and supplement programs to reduce unemployment and under-employment in the MN to be comparable to the City's rate.
 - 1. To increase training slots in existing programs and to seek to expand occupational area of training.
 - 2. To encourage employers, Joint Apprenticeship Committees and government to re-evaluate entry-level requirements to implement OJT programs.
 - 3. To establish an effective delivery system from MNR to employment.
 - 4. To utilize more counselors who identify with MNR's for education, orientation, language and motivation toward industrial and commercial employment.
 - 5. To develop an Affirmative Action Program to provide MNR employment opportunity with upgrading and training programs directed to long-range goals.
 - 6. To ensure that supportive services are consistently available to the MNR's.
 - 7. To involve the private sector to become familiar with MN problems and to produce employment opportunities to all segments of the community.
- B. Develop programs to stimulate economic development within the MN.
 - 1. To stimulate MNR-participation programs to form an economic base of substantial magnitude, recognizable to MNR's.
 - 2. To promote programs to encourage and assist MNR's to enter the business community life.
 - 3. To provide a commercial climate that will attract investment and new branches of successful, existing businesses.
- C. Increase employment opportunities for youth.
 - 1. To utilize and supplement existing youth employment program.
 - 2. To establish training-work experiences in community activities in the MN improvement.
 - 3. To develop programs to assist employers, particularly small employers, in hiring youths.
 - 4. To seek to establish programs which combine education and employment opportunity to familiarize MN youth with occupations with which they do not now identify.

3-1.6.4 LAW AND POLICE OBJECTIVES

- A. Create effective, efficient and understandable channels of communication for redress of grievances and reduce the incongruity among MNR and law-enforcement agencies.
 - 1. Create means to involve MNR in police planning policies and procedures and encourage participation of MNR in Police Community Services.
 - 2. Work for the enlargement of the San Jose Police Department's Police Community Services staff and educational program aimed at attitude, behavior and value changes.

3. Encourage an indepth study of citizens' Police-Review Boards and evaluation of the Police Internal Affairs Unit.
4. Ensure full participation of law-enforcement agencies and other task forces in increasing the number of bilingual officers.
5. Design and construct a MNA Police and Criminal Justice facility.

B. Increase the number of indigenous persons in the local law-enforcement agencies.

1. Create recruiting programs and extensive community programs to encourage indigenous persons to become law-enforcement officers.
2. Create non-enforcement positions with incentives to become law-enforcement officers.

C. Promote resources for the reduction of the spiralling crime and juvenile delinquency rates.

1. Ensure the expansion of existing aid programs to MNR and work with other task forces, deterring the causes of crimes.
2. Institute crime control and preventive programs which are relevant to MNR and work with law-enforcement agencies in devising new methods of policing and collection and retrieval of crime data.
3. Work with and assist law-enforcement agencies in devising systems and techniques of reporting crimes that will generate public confidence.
4. Ensure that the news media devises techniques which reflect true reporting of crimes.
5. Ensure the creation of rehabilitative programs and facilities for adults and juveniles within the MNA.
6. Ensure the creation of programs and facilities for dependent children and pre-delinquents outside of Juvenile Hall.
7. Assist private and governmental agencies in procuring funds and staff for preventive and rehabilitative programs.
8. Devise programs to reduce the use and quantity of narcotics and dangerous drugs and the use and availability of alcoholic beverages to juveniles within the MNA.
9. Encourage participation of correctional agencies and the communities.

D. Reduce the rate of recidivism

1. Work for the establishment of facilities to provide for adjustments from prison life into the MNA.
2. Create measure of involving ex-offenders in staffing of rehabilitative programs and facilities.
3. Work for and promote programs for training and acquiring employment of the ex-offender.
4. Design new criterias for imposing penalties for violation of parole or probation.
5. Devise means of reducing caseloads of Parole and Probation Officers (P.O.'s) and increase their community involvement.
6. Create an understanding toward problems of the parolee and probationer by the Establishment.

E. Reduce the number of MNR unable to fully exercise their rights through legal processes.

1. Create night courts to enable those residents who would appear on misdemeanor and traffic violations but can't because of loss of pay.
2. Create means of providing legal counsel to those marginal-low income persons who aren't poor enough to qualify for Public Defender services and Legal Aid Services in acquiring additional staffing and funding.
3. Create a reduction of caseloads for Public Defenders and assure defendants retain the same Public Defender during the legal process.
4. Support the Bail Bond Proposal by the Santa Clara County Bar Association and the newly instituted release procedure.
5. Create procedures whereby Judges, Defense and Prosecuting Attorneys and Juries have more information regarding defendant's character and social predicament.
6. Attempt to change interpretation of courts and their officers to defendant's manners, speech or dress.

F. Improve and provide alternates to judicial treatment and institutional systems.

1. In-depth study of present policies and procedures of correctional institutions.
2. Create new manpower resources, including selected and selective talented ex-offenders, as well as members of the indigenous minority and poor community in fields of:
 - a. Public education
 - b. Correctional training and efforts (Prior to and following incarceration)
 - c. Research
 - d. Treatment
3. Attempt to create new ways of changing constraints and limitations of conventional correctional procedures.

3-1.6.5 COMMUNICATIONS AND REPRESENTATION OBJECTIVES

A. To increase the flow of vital information to the community in understandable terms.

1. To develop programs in order to establish other means of communicating with the MN besides the local newspaper, radio or TV stations.
2. To develop new techniques of communications in order to make an impact on the community residents.
3. To develop the maximum use of Spanish in public service communications.
4. To assist in training and recruiting personnel intimate with ghetto-related problems for positions on governmental agencies.
5. To establish a system which translates government "jargon" into understandable language.
6. To assist in training and recruiting bilingual personnel for positions in governmental agencies.

- B. To increase the number of MN residents as representatives in government bodies.
 - 1. To organize and coordinate voter registration drives which will seek to develop a significant voting block in the MN.
 - 2. Develop a program which will determine qualified MN residents to sit on civic commission boards and aggressively support their nominations.
 - 3. To develop a program which will encourage and stimulate community organization in the MN in order to form effective "pressure groups".
- C. To improve the communications from the MN to the government agencies.
 - 1. To develop a program which will staff government agencies with qualified and sensitive personnel to evaluate and report on specific programs.
 - 2. To develop information systems in order to stimulate response from MN residents on the effectiveness of a particular program.
- D. To eliminate the negative attitude of the MN community toward their representatives on government bodies.
 - 1. To develop an information system which would publicize a representative's voting record and future objectives.
 - 2. To encourage and stimulate close coordination between community organizations and their elected representatives.
 - 3. To develop a program that encourages cooperation and support to MN community organization from well established "power groups".
- E. To increase the number of MN residents on City-wide community organizations.
 - 1. To develop a program to place MN residents on well-established "status" community organizations.
 - 2. To coordinate a recruitment system with City-wide organizations to place MN residents on such organizations.

3-1.6.6 ENVIRONMENT AND HOUSING OBJECTIVES

A. Physical Environment

- 1. Formulate a comprehensive master plan and carry out an energetic physical program for the Model Neighborhood (an immediate action program as well as intermediate and long-range programs).
- 2. Eliminate incompatible land uses and encourage new compatible development.
- 3. Remove non-residential structures which have deteriorated past the state where renovation is economically feasible or desirable and relocate according to a relocation plan. Rehabilitate appropriate structures.
- 4. Correct all hazardous and undesirable physical conditions.
- 5. Improve the visual quality of the Model Neighborhood.
- 6. Correct the existing utility and street deficiencies.
- 7. Mitigate the divisive, unattractive and disruptive effects of the planned Sinclair Freeway and proposed street widening projects.
- 8. Provide inducements for non-residential development that will serve to economically benefit the Model Neighborhood.

B. Parks and Recreation

1. Provide a variety of parks for all age groups in accordance with contemporary population - acreage ratio standards.
2. Develop neighborhood recreational programs which meet the needs of the Model Neighborhood residents.
3. Construct a community center or centers to accommodate the population of the Model Neighborhood on a neighborhood basis.

C. Transportation

1. Improve the public transportation system within the Model Neighborhood.
2. Provide an appropriate inter-city public transportation system to serve the Model Neighborhood residents.
3. Through specific action programs, correct the existing and potential traffic circulation patterns.

D. Housing

1. Identify immediate housing action areas.
2. Develop a housing element for the Model Neighborhood Comprehensive Plan.
3. Increase the supply of new housing.
4. Upgrade and conserve the existing substandard housing stock.
5. Eliminate discrimination in housing.
6. Reduce housing construction costs.
7. Develop positive real estate tax policies.
8. Establish an information clearing house on housing.
9. Provide relocation services to meet the requirements of a Model Neighborhood Relocation Plan.

3-1.7 PROJECTS UNDER CONSIDERATION

Thus far, the exact order in which programs and projects will be implemented cannot be determined decisively until precise local and Federal commitments are known. Present planning indicates that implementation of Program Objectives may include the partial listing of activities shown below which are presently undergoing investigation and project development.

Employment

"To introduce and supplement programs to reduce unemployment and under-employment in the MNA to be comparable to the rest of the City's rate".
(Ref. 3-1.6.3A)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Improvement of Delivery System by establishing two "outreach" Human Resources Development Centers in MNA	Department of Human Resources Development (Same)	Supplemental



<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Expansion of Existing Training Programs for MNR	Mexican-American Opportunity Center (MDTA)	Supplemental
	Operation SER (Dept. of Labor)	Supplemental
	Opportunities Industrialization Center, OIC (EDA, Local Subscription)	Supplemental

Public Service Careers	City of San Jose (Dept. of Labor)	
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Economic Development

"Develop programs to stimulate economic development within the MNA".
(Ref. 3-1.6.3.B)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Local Development Corporation, organization and funding	SBA (502 Program) (EDA)	Possible Foundation Resources Supplemental funds

ENVIRONMENT AND HOUSING TASK FORCE PROJECTS

Physical Environment

"Formulate a comprehensive master plan and carry out an energetic physical development program for the Model Neighborhood (an immediate action program as well as intermediate and long-range programs)." (Ref. 3-1.6.6A-1)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Comprehensive Model Neighborhood Master Plan	City of San Jose Planning Department (HUD - 701)	Supplemental
Resource Allocation Program (Model Neighborhood Capital Improvement Program)	City of San Jose Planning Department (HUD - 701)	Supplemental
Special Development Studies (Early California Mexican-American Park, Cultural and Commercial Center) (Olinder Industrial Park)	CDA Private Consultants City Planning Department	City General Fund

.....

"Eliminate incompatible land uses and encourage new compatible development." (Ref. 301.6.6 A-2)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Neighborhood Development Program or Title I Urban Renewal	City of San Jose Redevelopment Agency (HUD, Title I Urban Renewal)	None
Certified Area Program	City of San Jose Redevelopment Agency (HUD - 312)	City General Fund
Demonstration Blocks (Physical Element - 10 blocks in Model Neighborhood)	Non-Profit Housing Corp. (HUD - 312) (HUD - 115)	Supplemental Private Donations City General Fund

Other related Task Force projects: FACE Program

.....

"Remove non-residential structures which have deteriorated past the stage where renovation is economically feasible or desirable and relocate according to a relocation plan. Rehabilitate appropriate structures." (Ref. 3-1.6.6A-3)

See other related Task Force Projects:

Neighborhood Development or Title I Urban Renewal
Demonstration Blcoks - (Physical & Housing Element)
FACE Program

.....

"Correct all hazardous and undesirable physical conditions." (Ref. 3-1.6.6A-4)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Immediate Physical Needs Program	City of San Jose (HUD - 118) (HUD - 706)	City General Fund Supplemental Funds

See other related Environment & Housing Task Force Projects:

Neighborhood Development Program
Demonstration Blocks
Certified Area Program
FACE Program

.....

"Correct the existing utility and street deficiencies." (Ref. 3-1.6.6A-6)

See other related Environment & Housing Task Force Projects:

Immediate Physical Needs Program
Resource Allocation Program
Neighborhood Development
Certified Area Program
Demonstration Blocks

"Mitigate the divisive, unattractive and disruptive effects of the planned Sinclair Freeway and proposed street widening projects."

See: Parks & Recreation Projects

Related Projects: Comprehensive Neighborhood Development Plan

.....

"Provide inducements for non-residential development that will serve to economically benefit the Model Neighborhood." (Ref. 3-1.6.6A-7)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Model Neighborhood Development Campaign	CDA	Supplemental Funds

See other related Environment & Housing Task Force Projects:

Special Development Studies

.....

Parks and Recreation

"Provide a variety of parks for all age groups in accordance with contemporary population - acreage ratio standards." (Ref. 3-1.6.6B-1)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Park Acquisition and Development Program	City of San Jose Parks & Recreation Dept. (HUD - 706)	Title VII Open Space Land Supplemental Funds City General Fund
Operation Cooperation to work with local school districts to develop parks and recreational programs on school property	CDA	Supplemental Funds

.....

"Develop neighborhood recreational programs which meet the needs of the Model Neighborhood residents." (Ref. 3-1.6.6B-2)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Recreational Opportunities Program	City of San Jose Parks & Recreation Department CDA	City General Fund Supplemental Funds

"Increase the supply of new housing." (Ref. 3-1.6.6D-3)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Non-Profit Housing Development Corp. to build new housing and rehabilitate existing structures, self help included.	(HUD - 206 235 236 235j)	Supplemental Funds
Housing Research Study (Zoning and Building Code Constraints)	CDA City of San Jose Planning Department	Supplemental Funds

.....

"Upgrade and conserve the existing substandard housing stock." (Ref. 3-1.6.6D-4)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Demonstration Blocks	Non-Profit Housing Corporation (HUD - 236 220 115 312 235j 235i)	Supplemental Funds Title I Funds City General Fund
Model Neighborhood Mobile Repair Service	Non-Profit Housing Corporation	Supplemental Funds City General Fund
Home Repair Materials	CDA	Supplemental Funds
Revolving Loan Fund	Non-Profit Housing Corporation	Supplemental Funds Private Sources
Model Neighborhood Residential Rehabilitation Design Center	University of California San Jose State College	Supplemental Funds
Model Neighborhood Homeowner CDA & Renter Housing Maintenance Educational Programs	Non-Profit Housing Corporation	City General Fund

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
FACE Program (Federally Assisted Code Enforcement)	City of San Jose Housing & Community Development Department (HUD - 117)	None
Concentrated Code Enforcement	Housing & Community Development Department	Supplemental Funds

.....

"Eliminate discrimination in housing." (Ref. 3-1.6.6D-5)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Race and National Origin:		
Human Relations Cooperative Agreement	City of San Jose Human Relations Commission	None
Economic:		
Rent Subsidy Program	CDA (HUD, Rent Supplement Title I)	Supplemental Funds

.....

"Reduce housing construction costs." (Ref. 3-1.6.6D-6)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Housing and Building Technology Demonstration Project	CDA City Planning Department	Supplemental Funds

Related Projects:

Housing Research Study

.....

"Develop positive real estate tax policies. (Ref. 3-1.6.6D-7)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Site Value Taxation Study and Demonstration Project	City of San Jose Planning Department	Supplemental



"Establish and information clearing house on housing." (Ref. 3-1.6.6D-8)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Housing Information Center and Housing Ombudsman	CDA	Supplemental Funds
Tenants and Homeowners Organization	City of San Jose Housing & Community Development Department	Supplemental Funds

.....

"Provide relocation services to meet the requirements of a Model Neighborhood Relocation Plan." (Ref. 3-1.6.6D-9)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Model Neighborhood Relocation Policy & Program	Redevelopment Agency	Supplemental Funds

.....

"Construct a community center or centers to accommodate the population of the Model Neighborhood on a neighborhood basis." (Ref. 3-1.6.6B-3)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Community Centers Feasibility Study	City Planning Department CDA (HUD - 703)	City General Fund Supplemental Funds

.....

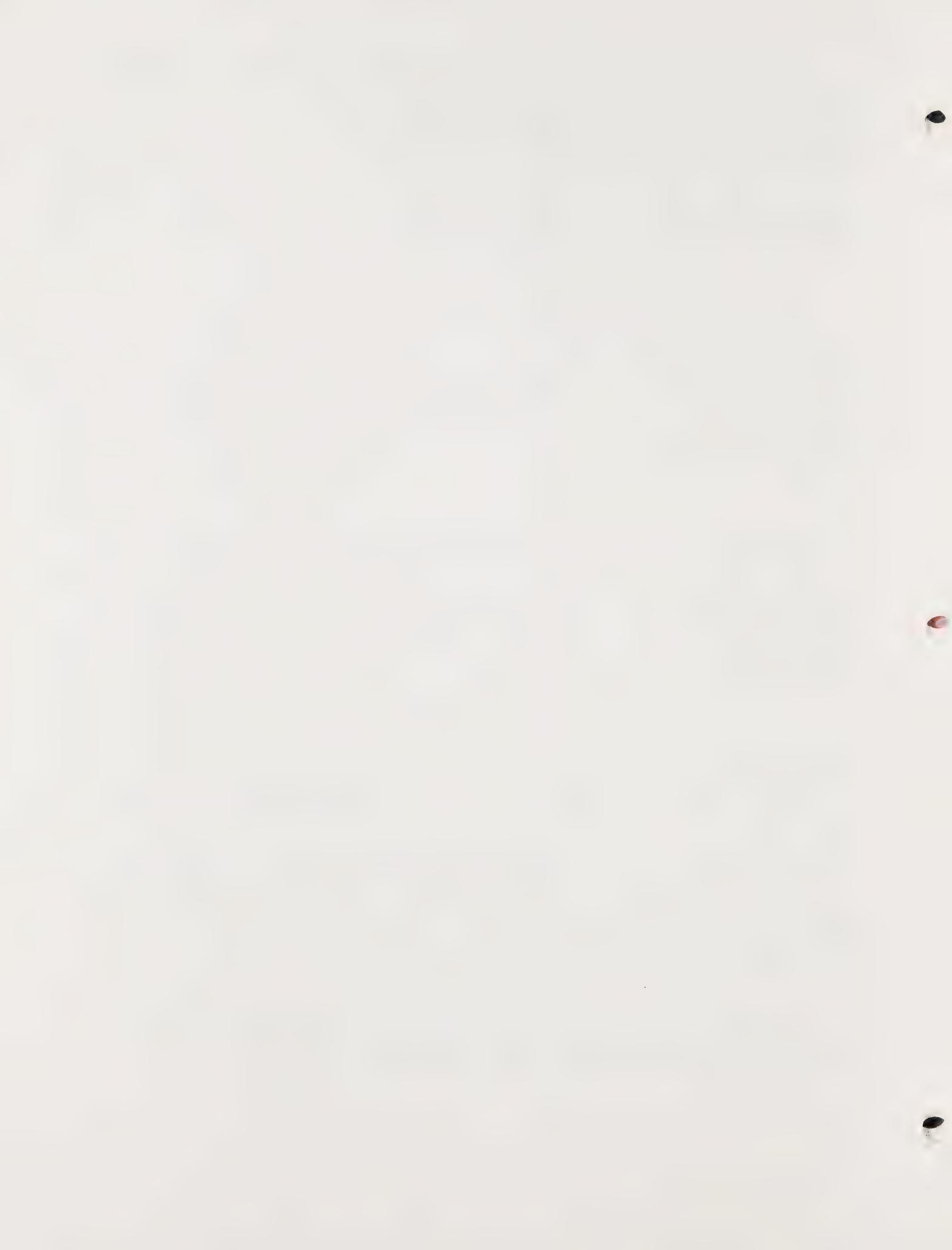
Transportation

"Improve the public transportation system within the Model Neighborhood." (Ref. 3-1.6.6C-1)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Supplement to existing mini-bus line in Model Neighborhood (Bantu Lines) (City Demonstration Project)	Private Agencies (D.O.T.)	Supplemental

.....

"Through specific action programs, correct the existing and potential traffic circulation patterns." (Ref. 3-1.6.6C-3)



<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Circulation Plan to the Model Neighborhood Plan	City of San Jose Planning Department "701"	City General Fund (Local Contribution)
Immediate Circulation Deficiency Correction	City of San Jose Public Works Department	Supplemental Funds City General Fund City Bond Program

.....

Housing

"Identify immediate housing action areas."

"Develop a housing element for the Model Neighborhood Comprehensive Plan."
(Ref. 3-1.6.6 D-1 & D-2)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Housing Element of the Model Neighborhood	City of San Jose Planning Department "701"	City General Fund (Local Contribution)

Education Relevance

"To increase the relevance of educational programs to the needs of MNA students." (Ref. 3-1.6.1.B)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Decrease Drop-Out Rate	Eastside, San Jose School District (HEW, Sec. VIII Ed. Act 1965)	Supplemental
Tutorial Projects: Elementary Secondary Junior Colleges	Local School District (HEW, Sec. VIII Ed. Act 1965) (SB 1641)	
Bilingual Education	Local School District (HEW, Title VII ESEA)	Funded \$94,000

"To develop program to effectively indoctrinate teachers, counselors and administrators of schools in the MNA with regard to sensitivity to MNA educational problems and toward students of the MNA." (Ref. 3-1.6.1.A)

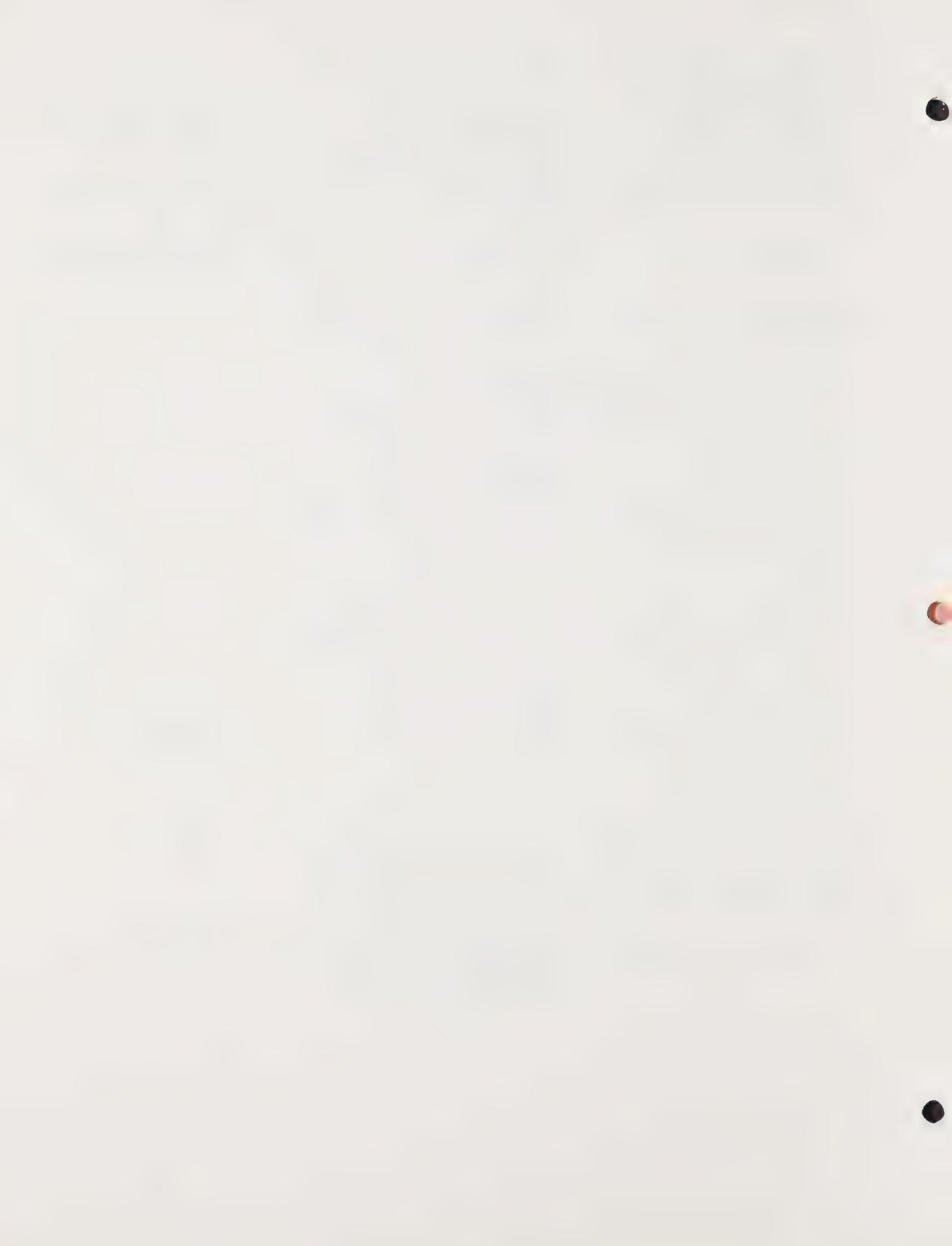
Staffing Assistance

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Career Opportunity Program (COP) Use of Teacher Aide to Teachers	SJS, SJCC, SJ Unified Alum Rock School District (HEW) (EPDA)	
Teacher Corps	SJS and local school district	Possible additional HUD funds
Scholarships for Future Teachers	All local school districts	

Parks, Recreation and Community Facilities

"To increase and develop parks and community facilities in the MN to meet the leisure time activities of the MN." (Ref. 3-1.6.1.C)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Develop recreation facilities Community Communication Centers	City of SJ Recreation Dept. SJPD, et. al. (HUD)	Supplemental
Health Care Delivery System (Interim-immediate)		
"To improve the level of health of the MN residents and to increase their accessibility to adequate health care." (Ref. 3-1.6.2.A)		
<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Transportation service to medical centers and offices (on call)	Private Agencies (HEW, PHS 314 (e))	Supplemental County & State
Health Aide Training		
Child-Care centers w/health assistance Education, 2nd employment objectives	Social Sec. and County Welfare Department Dept. of Childrens' Bureau (HEW)	Supplemental
MNA Health Advisory Council	County Health Department Comprehensive Health Planning Association (HEW, PHS Sec. 314c)	Supplemental



<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
MNA Health Center with Neighborhood Health Stations	County Health Department County Medical Society Comprehensive Health Planning Association (HEW, PHS, 314e)	County funds Supplemental

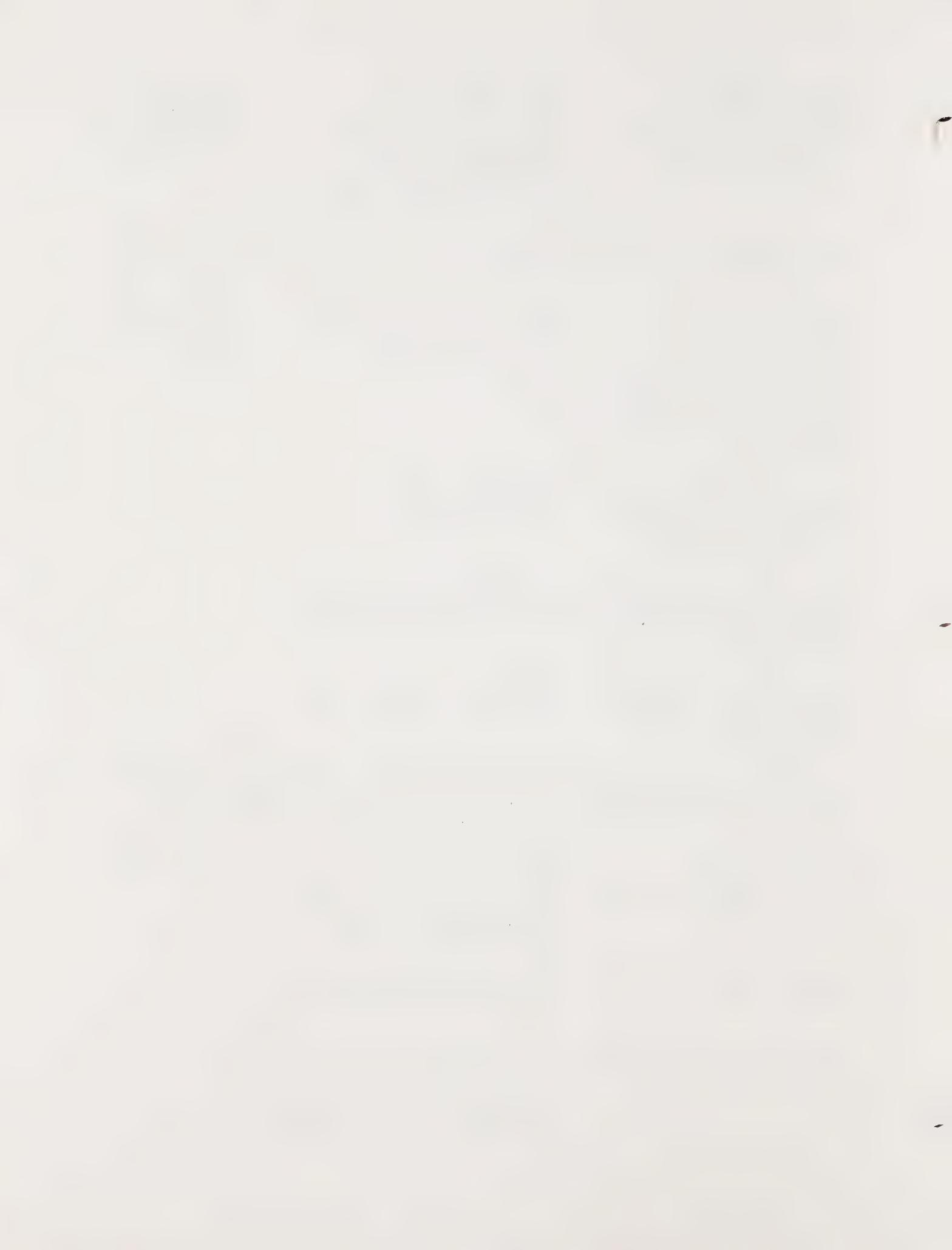
"To develop a welfare system that will adequately meet today's problems of dependency." (Ref. 3-1.6.2 Welfare B)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Demonstration Grant Supplementation Program to improve family functions through increase in AFDC grants, to meet financial needs of AFDC families	County Department of Social Services (HEW)	Supplemental
Demonstration Judi-Case Program to provide comprehensive legal services to low-income families	County Department of Social Services (OEO, Title II)	
Food stamp supplementation Program to reduce required amount of cash necessary to participate	County Department of Social Services (U.S. Dept. of Agriculture)	
Aide program - use of MN aides in delivery system	Local Organizations (OEO, Dept. of Labor, HEW)	

Law and Police

"Create effective, efficient and understandable channels of communication for redress of grievances and to reduce the incongruity (lack of proper orientation) among MN residents and law-enforcement agencies." (Ref. 3-1.6.4.A)

<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Police-Community attitude change program	SJPD, County Sheriff's Dept. (Law Enforcement Assistance, Safe Streets Act, HEW)	
Police-Community Appeals Board	MCSJ, Inc., SJPD (Safe Streets Act, Title I, Part I, Sec. 301 67)	
Police & Criminal Justice Center	SJPD, County Probation, Parole Division (Title I, Part C, Sec. 301 6(4), 303 (3) (4) (1) HUD, Neighborhood Facilities)	



<u>Program - Project</u>	<u>Agency (Fund Source)</u>	<u>Other Funds</u>
Police Cadet Program	SJPD (New Careers, Manpower Admin. Dept. of Labor) Safe Streets Act Title I, Part C, Sec. B (2)	
Community Services Officer (Non-enforcement)	SJPD (New Careers, Safe Streets Act)	
Public Education relating to Crime Prevention Organization, education training of regular law enforcement officers	SJPD, Local School Districts (Safe Streets Act CCCJ Part C Sec. 301 (3) (5) (6) (7)	
Reduction of recidivism and drug use. Support to Pathway and other rehab- ilitation projects (Re- entry houses for narcotics addicts, ex-cons (non- addicts) and juveniles) To include "Manhattan" type program	Pathway Society, Judicial Dept. Safe Street Act (Part C, Sec. 401 Sec. 402) (HEW) (HUD)	United Fund Private Program service fees Santa Clara County Mental Health Assn.
Parole Aide I & II I - Ex-Offender II - Non-Offender to reduce caseloads of agents CCCJ and obtain maximum community involvement	Parole Division (New Careers - Dept. of Labor, Safe Streets Act	State of California

3-1.8 PROGRAM OBJECTIVES, PROJECTS AND PRIORITIES RELATIONSHIP

Chart No. 4 indicates an approximation of the Time Phasing which may be followed in the attempt to fulfill the objectives of the San Jose Comprehensive Demonstration Program.

It will be recognized, as the Mid Year Plan is considered, that certain of the Group I Priority Objectives are not specifically covered at this time. "Insufficient Representation on Governmental Bodies", "Shortage of Vital Information", and "Governmental Red Tape" are problems which to an extent are being attacked presently, during the planning year, even though specific programs have not been included in this document.

In Chart 4, wherever there is no indication of when the "adoption" by an agency is planned, it would be expected to occur at least within the five to seven year period.

In accomplishing HUD objectives for the Model Cities Program, in most cases, a successful program will provide for eventual take over of all successful projects by an existing agency. (Assumes complete adoption of operation and funding).

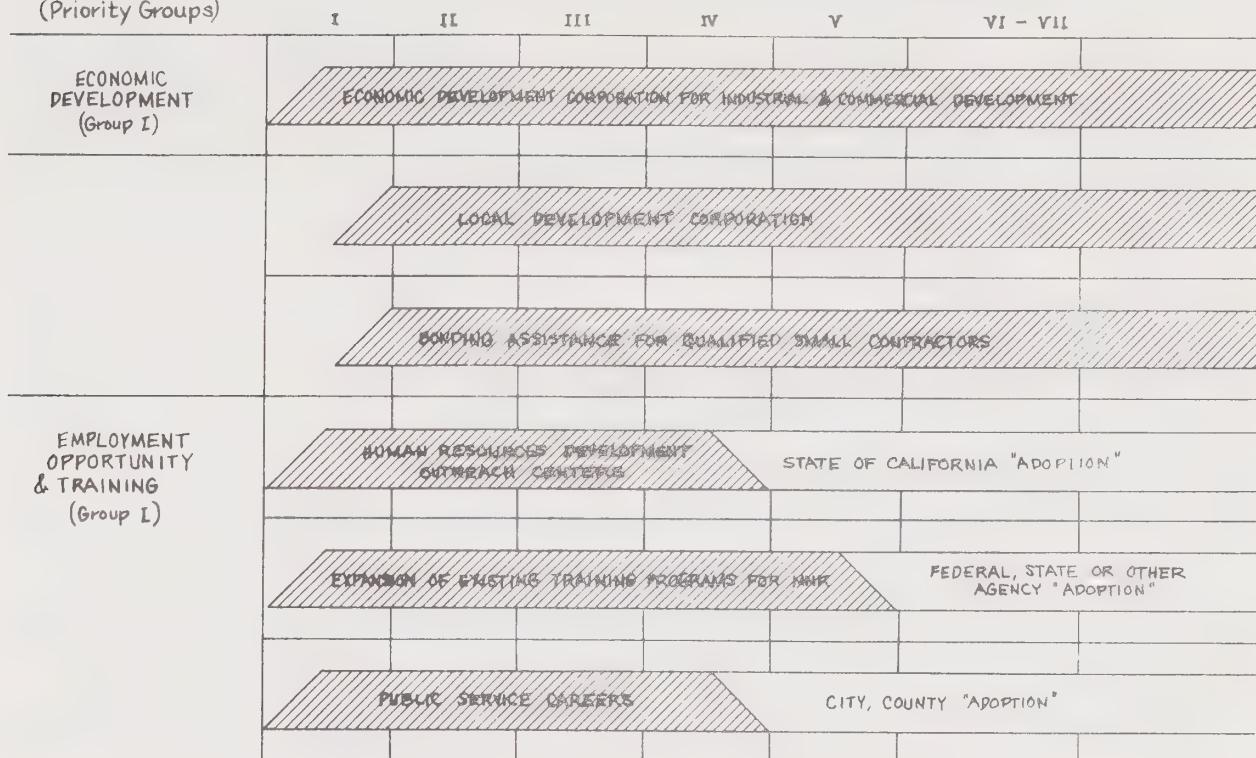
As funding sources and agency implementation agreements are further explored the Time Phasing suggested herein will undoubtedly be altered, however, the present plan should serve all agencies and participants with a "focal point", or point of departure, for completion of the First Year Action Plan.

Chart 4

Page 1

MODEL CITIES PROGRAM, TIME PHASING, YEARS I-VII
(Estimated)

In most instances, an existing agency is expected to "adopt" those projects which prove to be successful. Others will be discontinued.

OBJECTIVES
(Priority Groups)

Chart

YEAR

I II III IV V VI VII

INCREASE EDUCATION RELEVANCE (Group I)

DROP OUT RATE REDUCTION PROJECTS S.D.'S ADOPTION

TUTORIAL PROJECTS

S.D.'S ADOPTION

BILINGUAL EDUCATION PROJECTS

S.D.'S ADOPTION

TEACHING STAFF(MNA)
INCREASED CAPABILITY
AND UNDERSTANDING
(Group II)

MNA & FUTURE MNA TEACHING STAFF TRAINING & RETRAINING PROJECTS S.D.'S & COLLEGE ADOPTION

"COPIC" CAREER OPPORTUNITY PROGRAM(TEACHER AIDES & TEACHERS) COLLEGES, UNIVERSITIES "ADOPT."

TEACHER CORPS

SCHOLARSHIPS FOR FUTURE TEACHERS

Chart 4

OBJECTIVE	I	II	III	IV	V	VI	VII
Shortage of Housing (Gp. I)			HOUSING DEVELOPMENT CORPORATION				
Unemployment (Group I) M.N. Visual Quality (Gp. II) Deficient Building Conditions (III)			DEMONSTRATION BLOCKS HOUSING ELEMENT				
Shortage of Housing (Gp. I)				RENT SUBSIDY PROGRAM			
Shortage of Housing (Gp. I) Legal System (Group III)			HOUSING RESEARCH STUDY				
Deficient Building Conditions (III)				SITE VALUE TAXATION STUDY & DEMONSTRATION PROJECT			
Housing Shortage (Gp. I) Shortage of Vital Information (I)				HOUSING INFORMATION CENTER & HOUSING CONSULTATION			
Unequal M.N. Representation (II) Unfavorable Reaction to M.N. Representatives in Govt. (IV)				TEENANTS AND HOMEOWNERS ORGANIZATION			
Shortage of Housing (IV)			HOUSING ELEMENT OF THE MODEL NEIGHBORHOOD PLAN				

Chart

OBJECTIVE

OBJECTIVE	I	II	III	IV	V	VI	VII
Unemployment (Group I) M.N. Visual Quality (Gp. II) Deficient Building Conditions (III) Insufficient Employment Opportunity - Youth (Gp. II)				MODEL NEIGHBORHOOD HOME REPAIR SERVICE			
M.N. Visual Quality (Gp. II) Deficient Building Conditions (III)				HOME REPAIR MATERIALS COOPERATIVE			
Shortage of Housing (Gp. I) Deficient Building Conditions (III)			REHABILITATION LOCAL FUND OPERATION				
Deficient Building Conditions (III) Environmental Hazards (III)				REHABILITATION CORPORATION			
Shortage of Housing (Gp. I) M.N. Visual Quality (Gp. II)			HOUSING - BUILDING TECHNOLOGY DEMONSTRATION PROJECT				
Relevancy of Education (Gp. I) Deficient Building Conditions (III) M.N. Visual Quality (II)				MODEL NEIGHBORHOOD EDUCATIONAL PROGRAM HOUSING CARE AND MAINTENANCE			
M.N. Visual Quality (II) Deficient Building Conditions (III)				MODEL NEIGHBORHOOD DESIGN CENTER			
Environmental Hazards (III) M.N. Visual Quality (Gp. II) Land Use Pattern, Parks, Recreation (Group IV) Community Facilities (Gp. III)				PACE PROGRAM			

Chart 4
OBJECTIVE

Page 3

OBJECTIVE	I	II	III	IV	V	VI	VII
Deficient Building Conditions (III) Shortage of Housing (Gp. I) M.N. Visual Quality (Gp. II) Utility and Street Deficiency (III)			Demonstration BLOCKS PROGRAM				
M.N. Visual Quality (Gp. II) Land Use Pattern (Gp. IV) All Objectives			COMPREHENSIVE MODEL NEIGHBORHOOD MASTER PLAN				
Utility and Street Deficiency (Group III) Environmental Hazards (III)				NEIGHBORHOOD DEVELOPMENT PROGRAM TITLE I URBAN RENEWAL			
Stagnant Economic Growth (I)			REINFORCE ALTERNATIVE PROGRAM				
Stagnant Economic Growth (I) Future Development (Gp. IV) Land Use Pattern (Gp. IV)			SPECIAL DEVELOPMENT STUDIES				
M.N. Visual Quality (II) Utility & Street Deficiency (III)			IMMEDIATE PHYSICAL NEEDS PROGRAM				
Shortage of Vital Information (Gp. I) Stagnant Economic Growth (I)				MODEL NEIGHBORHOOD DEVELOPMENT CAMPAIGN			
Parks, Recreation, and Community Facilities (III)			PARK ACQUISITION AND DEVELOPMENT PROGRAM				

Chart

OBJECTIVE

I II III IV V VI VII

Parks, Recreation and Community Facilities (Group III)			RECREATION OPPORTUNITIES PROGRAM				
Parks, Recreation and Community Facilities (III) Child-Care Centers (Group II)			OPERATION-COOPERATION CHILD CARE FACILITY				
Parks, Recreation and Community Facilities (III)			COMMUNITY CENTERS FEASIBILITY STUDY				
Transportation (Gp. I)			CAR COOPERATIVE				
Transportation (I)			AUTO LEASING PROGRAM				
Public Transportation (I)			BANTU OR PUBLIC TRANSPORTATION SUPPLEMENT				
Traffic Circulation (Gp. IV)			CIRCULATION PLAN				
Traffic Circulation (Gp. IV)			IMMEDIATE CIRCULATION DEFICIENCY CORRECTION				

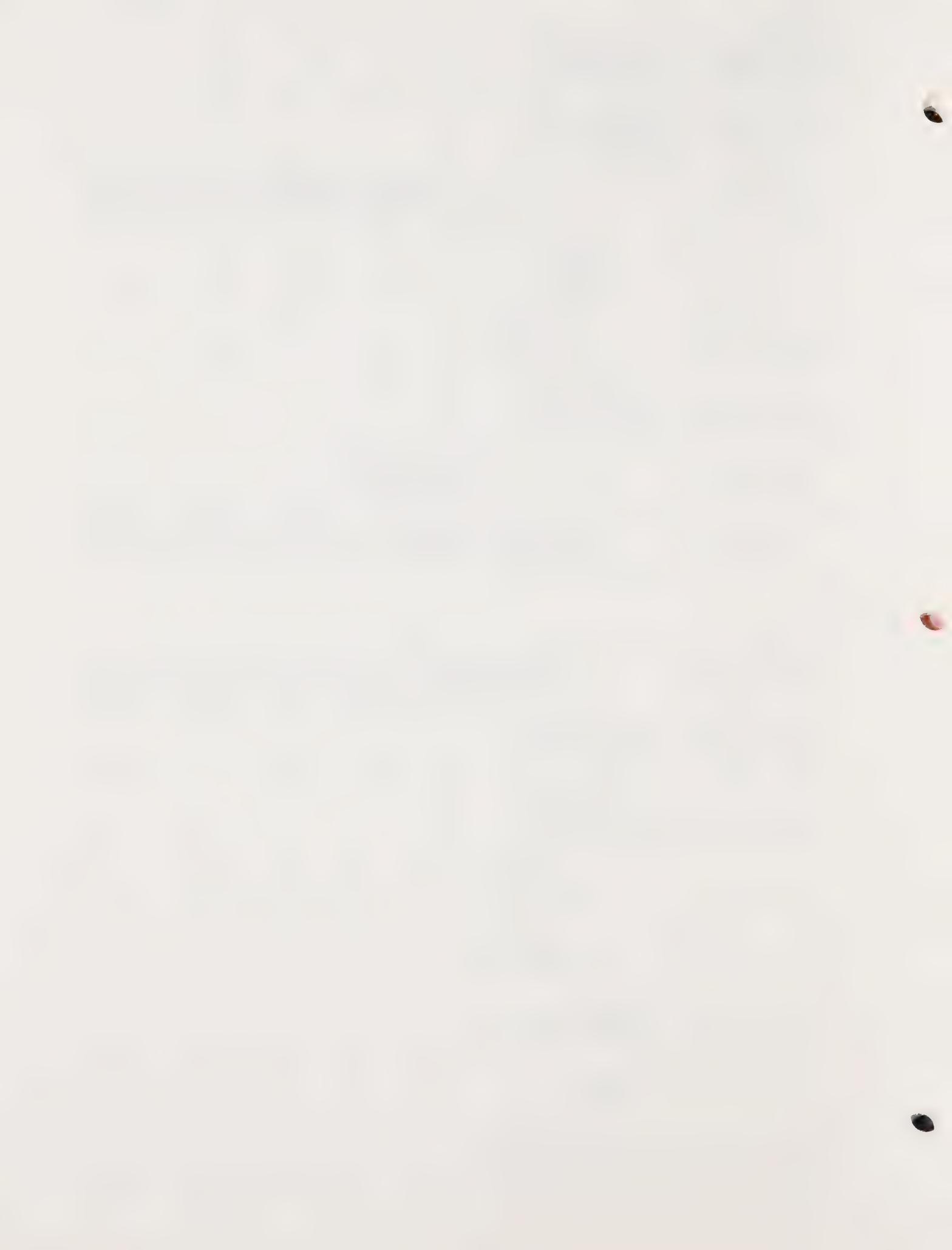
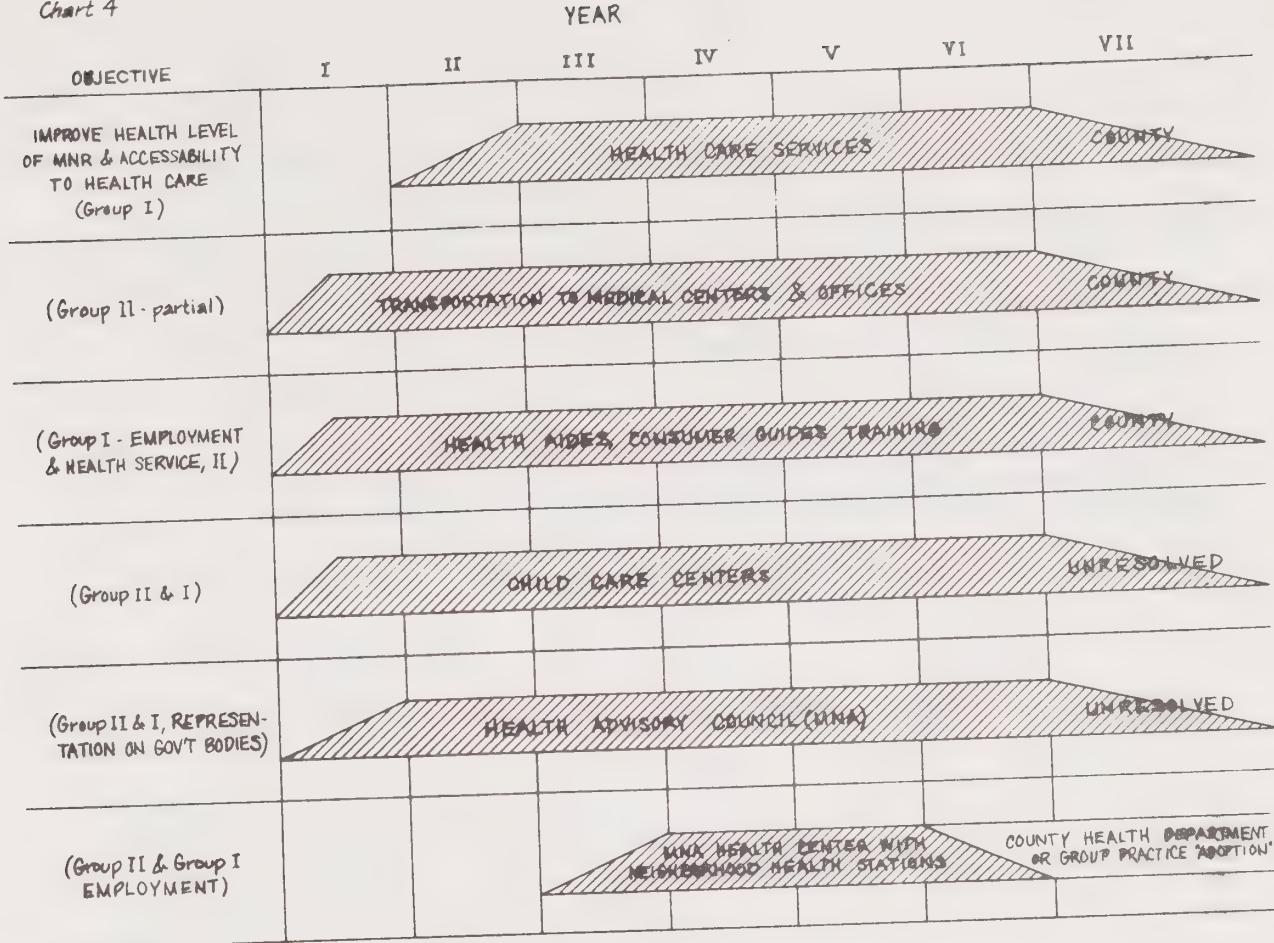
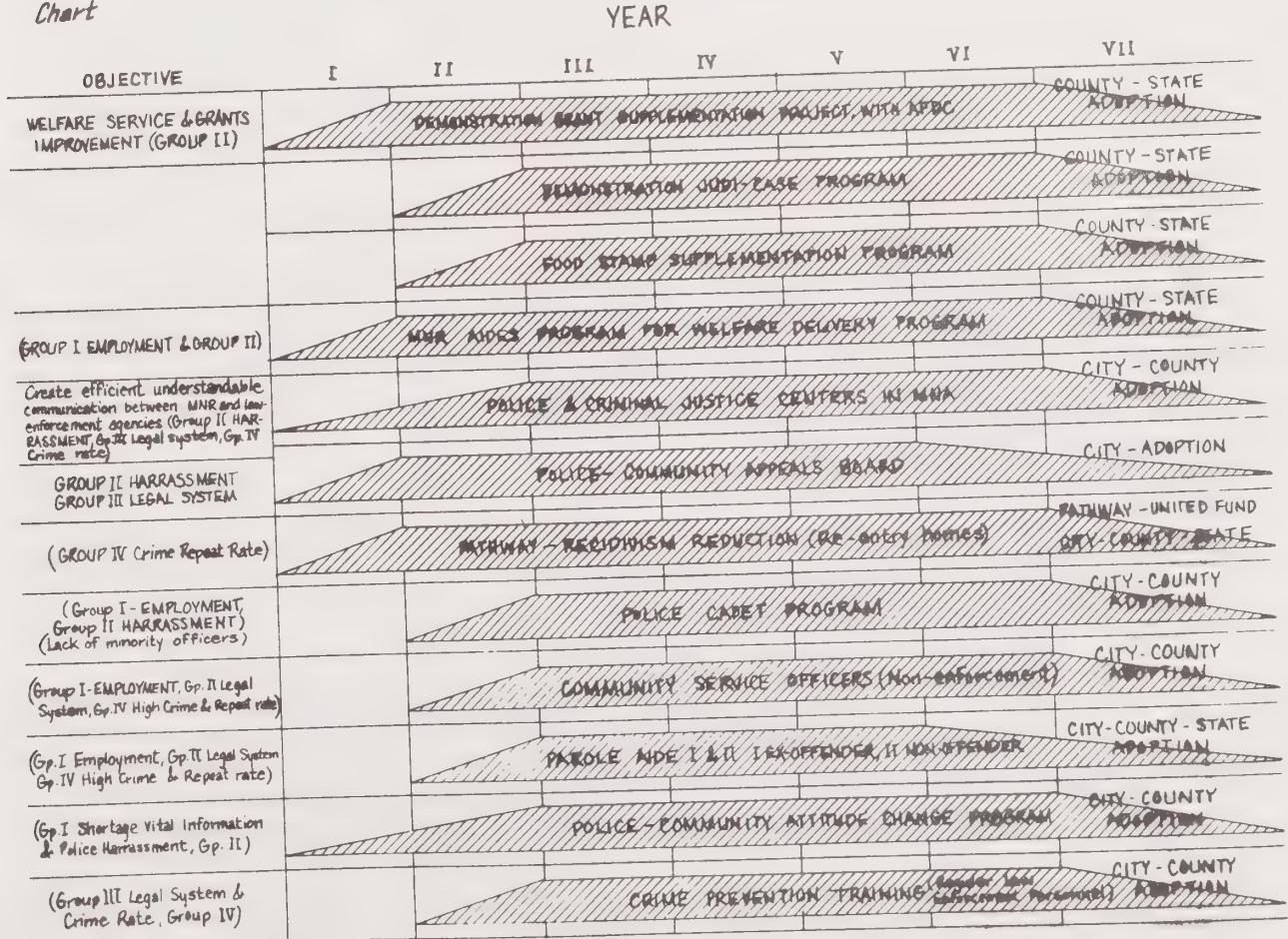


Chart 4



Chart



3-2 STRATEGY

3-2.1 Assumptions and General Policy:

1. Program strategy is based on the general rule that HUD and other government agencies will be providing funds for the Model Neighborhood (MN) through the San Jose City Demonstration Agency (CDA).
2. Monies will be estimated, provided, expended and audited on a project basis for each action year.
3. To report and measure program success, HUD (and other agencies) will require periodic reports on technical, financial, administrative and schedule issues. A high program level of visibility will be demanded.
4. Program success is people measured, not facility measured.

3-2.2 Strategy Summary

The primary categories of action for implementing the city's overall program strategy are:

Program Management
Project Plans
Project Integration
Action Plans
Budget Control
Schedule Control
Contracts
Evaluation
Reports and Presentations
Community Communications and Support
These basic categories are described as follows:

3-2.2.1 Program Management

The San Jose CDA/MCSJ will expand its organization in keeping with efficient execution of Program Activities identified herein. The existing CDA/MCSJ will form the cadre around which the expanded organization will be built. The CDA, while part of the official city family, will be independently assigned to insure adequate management attention is paid to the program. It will, however, be one of the major duties of each CDA staff member to insure integration of CDA activities into normal city, county and agency operation.

Heavy organizational interest will be focused on the three major issues of the program.

- a. Meaningful projects that indeed raise the living quality of the community.
- b. Accomplishing the projects within schedule.
- c. Accomplishing the projects within costs.

Overall direction and responsibility of the Model Cities Program is vested in the CDA office, however, community concurrence to all aspects of project-

related activities is and will, be actively sought. City-Community lines of communication are as described in Chart No. 3 (Section 1).

In order to bring professional skills to bear on the program as quickly as possible, the CDA intends to explore the use of contractor personnel skilled in system management techniques.

3-2.2.2 Project Plans

It will be the duty of the CDA, the City Manager, the City Council, agency heads, the Community Executive Director, his staff, task forces, and the Board of Directors of MCSJ, to insure that each project plays its appropriate role in improving community life. Because each project, however, will be the basis for funding and execution, the individual project will be the focal point of program planning, organizing, directing and controlling. Each project will have its own detail schedule and will be integrated into each year's Action Plan. The Project Flow Plan is shown on Chart No. 5.

3-2.2.3 Project Integration

The project integration committee will be responsible for assuring that all legal, administrative and technical details have been coordinated and approved before the implementation of a project. The committee will be composed of the CDA Director, MCSJ Representative, a city attorney, a budget officer, a data systems representative, the coordinating agency (i.e., school district, welfare department, etc.) and other key personnel required to assure project success. The important elements of this committee's function is to assure a workable legal arrangement is created and that the budget system is in alignment with the planned work schedule.

3-2.2.4 Action Plans

Section 3-1.8 develops the five to seven-year action plan that has been developed to include total program objectives, broad schedules, and broad strategy plans. From this broad general plan, will be devised the first year's action program.

As each action year progresses, the benefit to the community of each project will be evaluated and its entry into the subsequent year's plan will be qualified.

The action plan will carry these projects, as well as summary reports on their progress, and any new projects scheduled for implementation, along with their schedules.

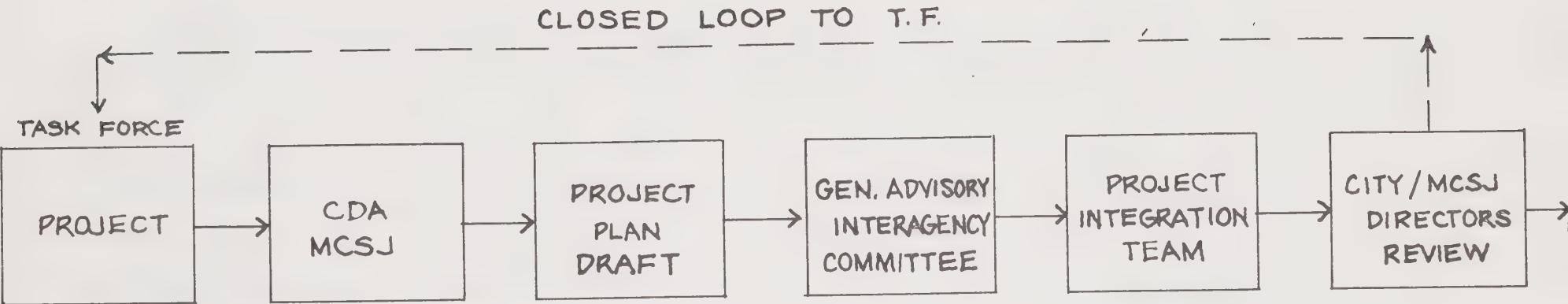
The action plan will also include a schedule of funding expectations which will identify source, State or Federal, as well as supplementary fund requirements.

3-2.2.5 Budget Control

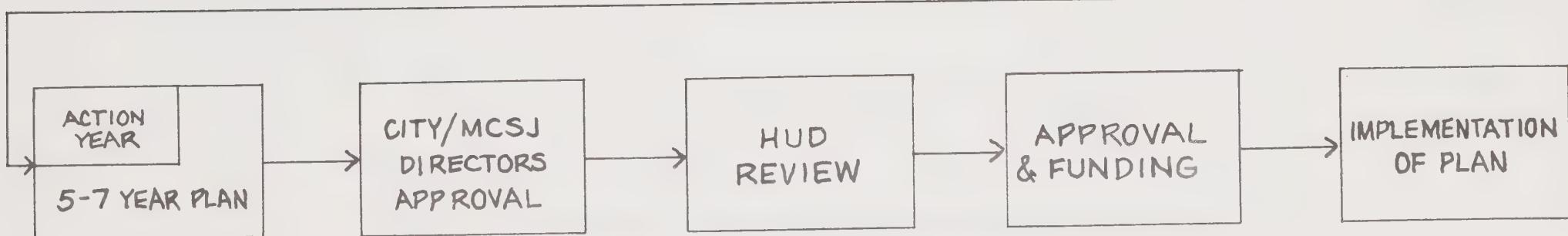
While city budget service facilities will be utilized, budget accounts will be held separately from other city accounts. Again, since funding is allocated on a project basis, the account structure will be project oriented.

Chart 5

PROJECT FLOW
PHASE I PROJECT INITIATION

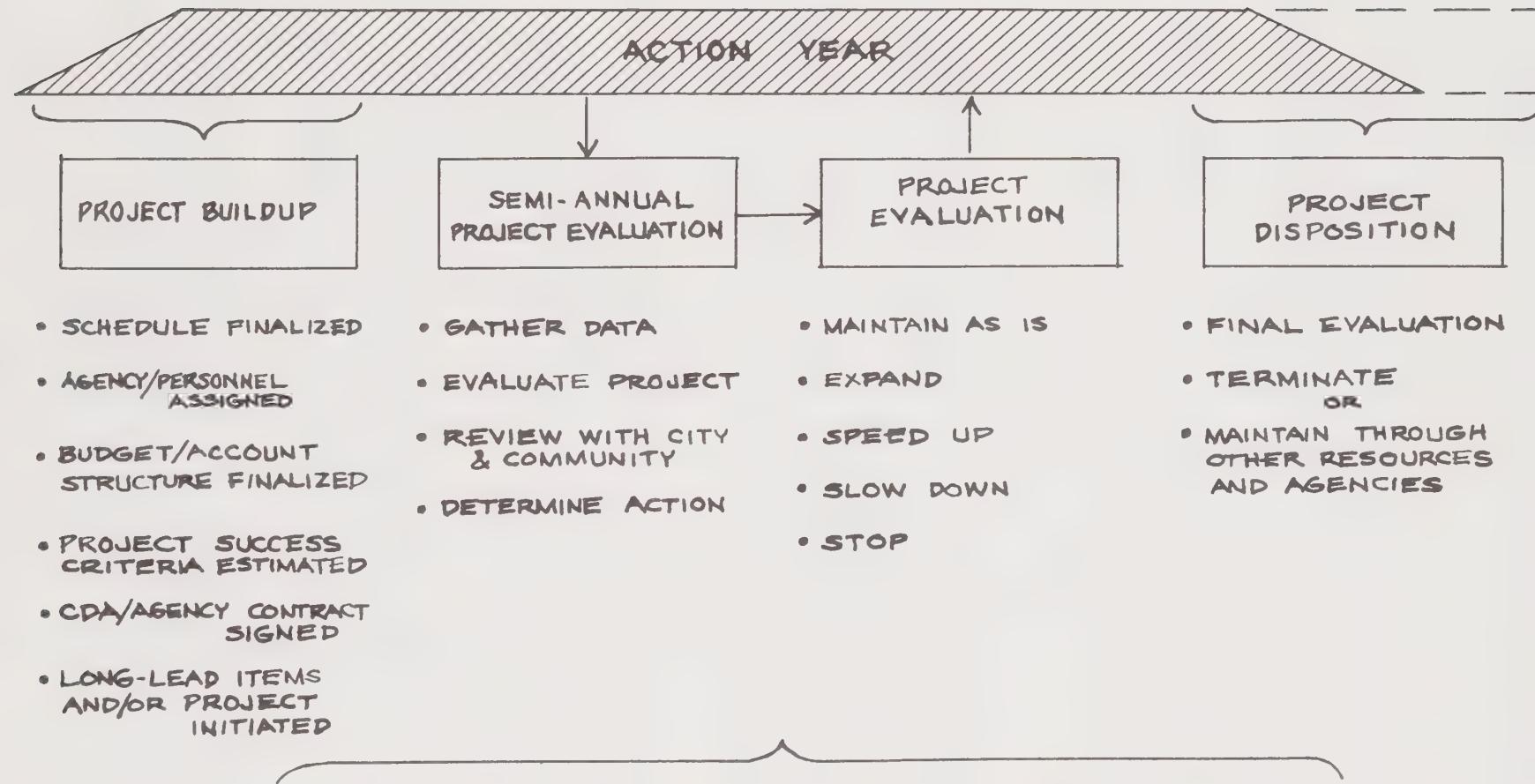


* CDA/MCSJ
ACTION AGENCY(S)
CITY ATTORNEY
CDA BUDGET
DATA SYSTEMS
TASK FORCE REP



PROJECT FLOW

PHASE II PROJECT ACTION YEAR MANAGEMENT



- PERIODIC FORMAL STATUS REVIEWS - CITY, COMMUNITY, HUD, (RICC)
- PROJECT ADMINISTRATION - PLANNING, EVALUATING, RESOURCES, ADMINISTRATION
- PROJECT STRATEGY ANALYSIS AND UPDATING
- PROJECT EXPEDITING



Separate accounts will be established to support program administration. This account will generally include expenditures required to support the activities of this strategy statement. Chart 6 illustrates the anticipated structure of cash flow. This schematic will be updated as Action Year Projects are identified and the first year action plan is finalized.

3-2.2.6 Schedule Control

Schedules will also be project oriented. Since most projects will have a duration of many action years, their schedules will show up in the appropriate action plans. One of the prime functions of the Task Force is the establishment of project working schedules. It is expected that these schedules will include all key events such as:

- Milestone technical events (start teaching).
- Key budgetary events (submit government funding requests).
- Key documentation events (submit plan for Action Plan)

Master Program Administration Schedules will also be established to maintain total program control.

3-2.2.7 Contracts

It will be CDA/MCSJ policy to execute project implementation through those community agencies having appropriate responsibilities. When a project crosses agency responsibility, appropriate agreements will be arranged.

The seven-year General Plan, will include letters of agreement from key agencies that they will act as contractors in implementing projects within their purvue. The city will then enter into contracts with each agency, on a by-project basis. While it will be the intention to retain program flexibility, interagency contracts will become a principle method of assuring adherence to project plans.

Typical clauses being considered for letters of agreement include:

- a. Compulsory arbitration, between agency and CDA/MCSJ.
- b. CDA/MCSJ right of project evaluation and unilateral recommendation for change or termination in the event of non-compliance.

3-2.2.8 Evaluation

The foundation of sound action is sound data. The CDA intends to establish a data bank and analysis capability to be able to:

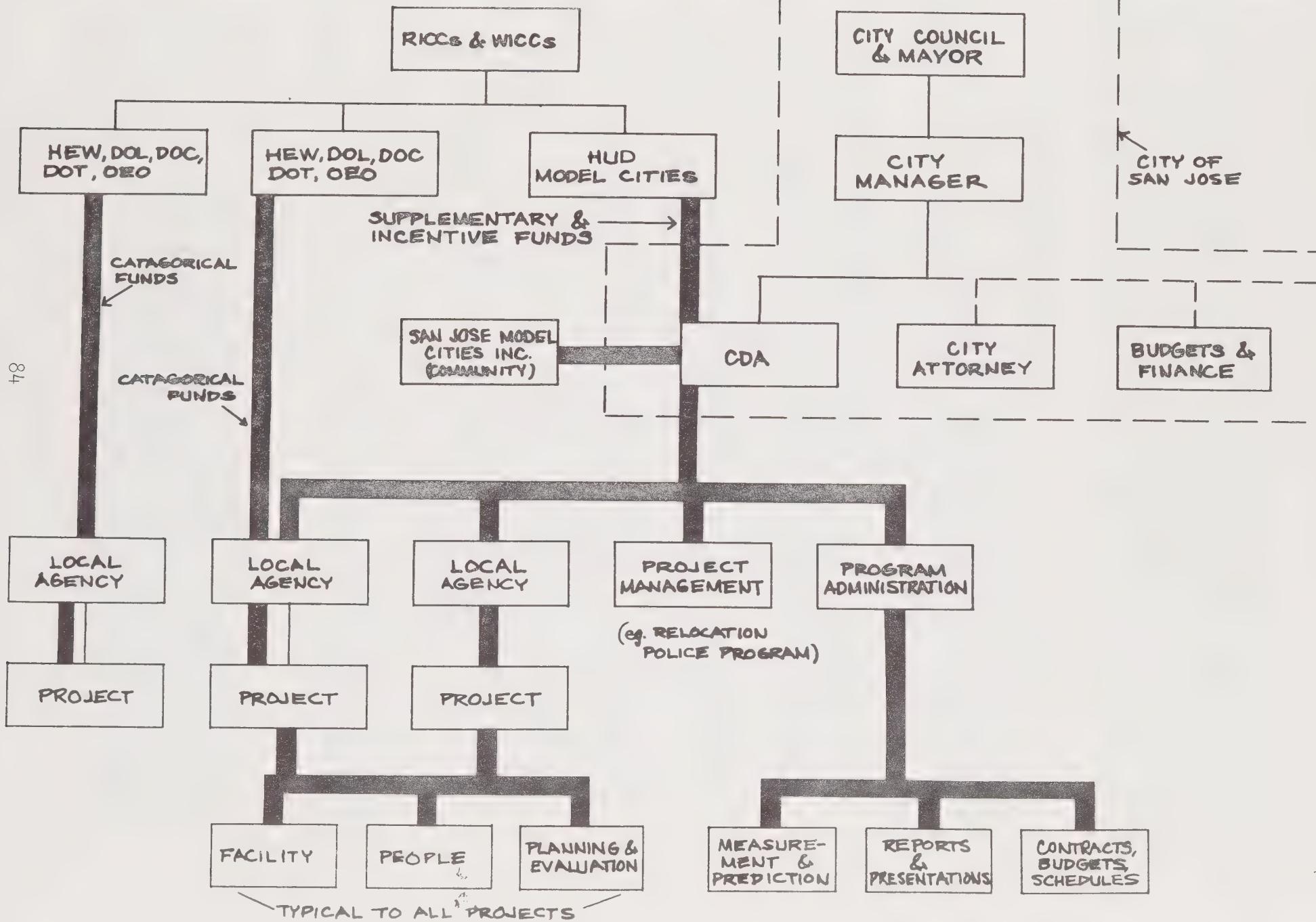
- a. Measure progress as the program proceeds.
- b. Test predictions.

Fundamental to the entire Model Cities Program is the appreciation of the basic objective to increase the quality of living of the people in the blighted neighborhoods. The policy is to recognize that this is a people program, not a hardware program. Therefore, a fundamental objective of the data system will be to provide data on the original neighborhood people,

Chart 6

CASH FLOW SCHEMATIC

CASH FLOW -





not just facilities. It is the definite objective of this program to utilize the services of MN residents in assisting in the evaluation of the first year projects. While technical consultants may be necessary to design evaluation methods, neighborhood people are expected to be one of the best sources of necessary feedback information on the success or failure of any one project. It is also recognized that data could hide the replacement of poor people in a community by other more affluent people and thus statistically demonstrate false program success.

3-2.2.9 Reports and Presentation

The CDA recognizes that in its relationship to HUD and other government agencies it will be necessary to have a policy of maintaining close communication ties to maintain high program visibility. The intent is to establish such management tools as negotiating a required document list, with specific assignments made to assure timely and accurate documentation of the program.

3-2.2.10 Community Communications and Support

The Executive Director of Model Cities of San Jose, California, Inc., will provide, with his staff, for continuous community participation. The lines of communication between the city and the community are delineated in Section 1 Chart No. 3.

Model Cities funds will specifically be allocated to MCSJ to assure significant representation, information and feedback to the CDA and all participating agencies.

New project proposals, project evaluations and modification information of proposal presently under consideration, will be expected to be received from the community and used in formulating succeeding annual action plans.

A community relationship of trust and cooperation will be fostered:

- a. In promoting projects emanating from non-community sources.
- b. Obtaining key data to measure the success or failure of specific projects to better the lives of Model Neighborhood residents.

3-2.3 Additional Strategy Issues

In addition to the categorical strategy items specified above, there are significant strategy issues which will form a part of the overall city strategy. These are:

3-2.3.1 Supplemental Funds

Generally, supplemental funds will be channeled into three categories, administration, projects, and evaluation. Administration costs will be subdivided into program administration and project administration as specified in CDA letter No. 6. The use of supplemental funds for project related activities will be directed toward innovative, high-impact projects for which categorical funding does not exist, projects which have insufficient agency resources and relocation activities. The "multiplier" effect, as it relates to projects, will be sought.

Each project and the Model Cities program as a whole, will be "evaluated" as to its progress and successes in achieving its objectives. Evaluation is considered of primary importance and will receive considerable attention during the action years.

The high priority objective "Economic Development" may require a \$1,000,000 commitment of supplemental funds. This recognizes the very basic need to attempt to provide adequate employment opportunities, and thus adequate income to the maximum number of Model Neighborhood residents.

An "Umbrella", non-profit, Economic Development Corporation may be created, under which several activities may be administered and funded. This will require formulation of a governing board with maximum neighborhood involvement.

Additional emphasis on employment, or income related objectives, visualizes the expansion or supplementation of local training centers, in order to train and "place" unemployed or underemployed Model Neighborhood residents. Training organizations, such as Opportunities Industrialization Center (OIC); Mexican-American Opportunities Center (MAOC); Operation SER, and others are equipped and committed to help disadvantaged Model Neighborhood residents. From \$500,000 - \$1,000,000 should be made available from Supplemental Funds to initiate this training objective during the first action year.

A further Supplemental Funds commitment with respect to employment may require approximately \$50,000 for implementing a Human Resources Development Outreach Program. This State HRD department coordinated project will make job opportunity information available by computer, for unemployed persons in the Model Neighborhood and at the same time provide centers within the area to coordinate and deliver employment training information and guidance.

If the high priority housing objective is to successfully reach early impact goals, large amounts of Supplemental Funds need to be "reserved" for the first action year. Depending upon the success in formulating the proposed "Housing Demonstration Block Program" an estimated \$1,000,000 may be required to encourage private industry as well as public agencies and residents to participate.

This program proposes to physically upgrade 10 to 12 blocks in the Model Neighborhood in a very comprehensive manner, since it will include improving streets, sidewalks, utilities, land use patterns, parks, traffic circulation, and visual quality in a combined public and private cooperative effort.

If the Demonstration Block Program does not mature to implementation, the above individual funds will continue to be required for one or more alternative "housing" programs during the first action year.

Other objectives will require Supplementary Funds some of which are as follows:

- A. "Operation Cooperation" - to develop agreements between School Districts and the City of San Jose, to open up school grounds after hours for supervised and non-supervised recreation. The first year objective will be to implement a two-school recreation program using approximately \$20,000 in Supplementary Funds.

B. Scholarships for Future MNA Teachers" - To provide incentive and financial assistance to MNA young people, to encourage entry and retention in a special program for MNA future teachers. Approximately \$100,000 may be needed as a local share contribution for this project.

The projects which follow are among those being considered for partial funding through Supplemental Funds, although, exact dollar figures have not been sufficiently determined at this time.

C. "AFDC Grant Supplementation Project" - to provide additional funds to AFDC families in order for them to break away from the welfare cycle.

D. "Food Stamp Supplementation Project" - To reduce the required amount of cash necessary to participate and take advantage of the Food Stamp Program.

E. "Police Community Appeals Board" - to establish an Appeals Board, which will review and investigate alleged harrassment complaints; and which will provide legal assistance to plaintive if allegations are deemed sufficient to justify court proceedings.

F. "Attitudance Change Project" - A police community project to change attitudes of police and community toward each other.

G. "Pathway House"- A rehabilitation half way house for ex-offenders and drug users.

H. "Parole Aides I and II" - the employment of former offenders, as well as non-offenders from the MNA to assist parole activities.

I. "Medi-Bus" or "Medi-Cab" - to provide "on-call" transit to health facilities, during an interim feasibility study period regarding neighborhood health care "outreach". This will provide an immediate answer to a very important neighborhood health "accessability" problem. In conjunction with the above transit system, a "Health Aides Program" will be instituted using MN residents, for training and for operation.

3-2.3.2 Local Resources Allocation

Programs will be implemented on a project basis with normal agency assuming project lead responsibility, except where no agency exists.

General plans and Capital Improvement Programs will be scrutinized and amended where possible to shift city and other agencies priorities in their use of local resources.

CDA/MCSJ will solicit all possible support from community residents and leaders to increase the financial commitment of agencies, toward the attainment of MNA objectives.

As may be required by the Federal Government, all local agency projects contemplating using Federal funds in the MNA will be subject to CDA/MCSJ review and will require CDA approval prior to project approval by Federal Agencies.

3-2.3.3 Resident Employment

The CDA and all agencies will be required to participate in planning for maximum resident employment in all programs and projects contemplated. One of the principal duties of the CDA Manpower Specialist will be to evaluate all programs and projects in keeping with this federal requirement and to monitor its implementation.

An "Affirmative Action" program for Model Cities projects is presently being formulated by the Jobs and Job Training Task Force.

3-2.3.4 Roles of Principal Participants

- A. MNA Assemblies - expresses MNA residents' desires to task forces and to the Board of Directors (MCSJ, Inc.).
- B. Task Forces - represent the community in developing projects which will carry out MNA residents' desires.
- C. Board of Directors, MCSJ, Inc. - represent the total MNA in program evaluation and approval.
- D. Executive Director, MCSJ, Inc. - Administor for the citizens participation organization.
- E. Private Sector - provides in-kind contribution and/or supportive contracts. This role may be played by industry, business firms, unions, professional societies, churches, banks, and individuals with special skills.
- F. Agencies - (City, County, State, Federal, School Districts, Hospitals, EOC, Manpower, etc.) Implementation agencies, responsible to CDA/MCSJ for program implementation, and reporting.
- G. Mayor and City Council - responsible for program policy and approval. Responsible to HUD for total program.
- H. City Manager - responsible to City Council for administration of Model Cities program.
- I. CDA Director - responsible to the City Manager for program direction, coordination, and reporting, Chief negotiator of contracts with HUD and other agencies and develops program strategy. The Director is the city's appointed agent responsible for the allocation of supplementary funds.

3-2.3.5 Institutional Changes

- A. Agencies will cooperate with the CDA/MCSJ when implementing Model Cities Programs.
- B. CDA will push for Inter-City, State Legislative Model Cities Committee.



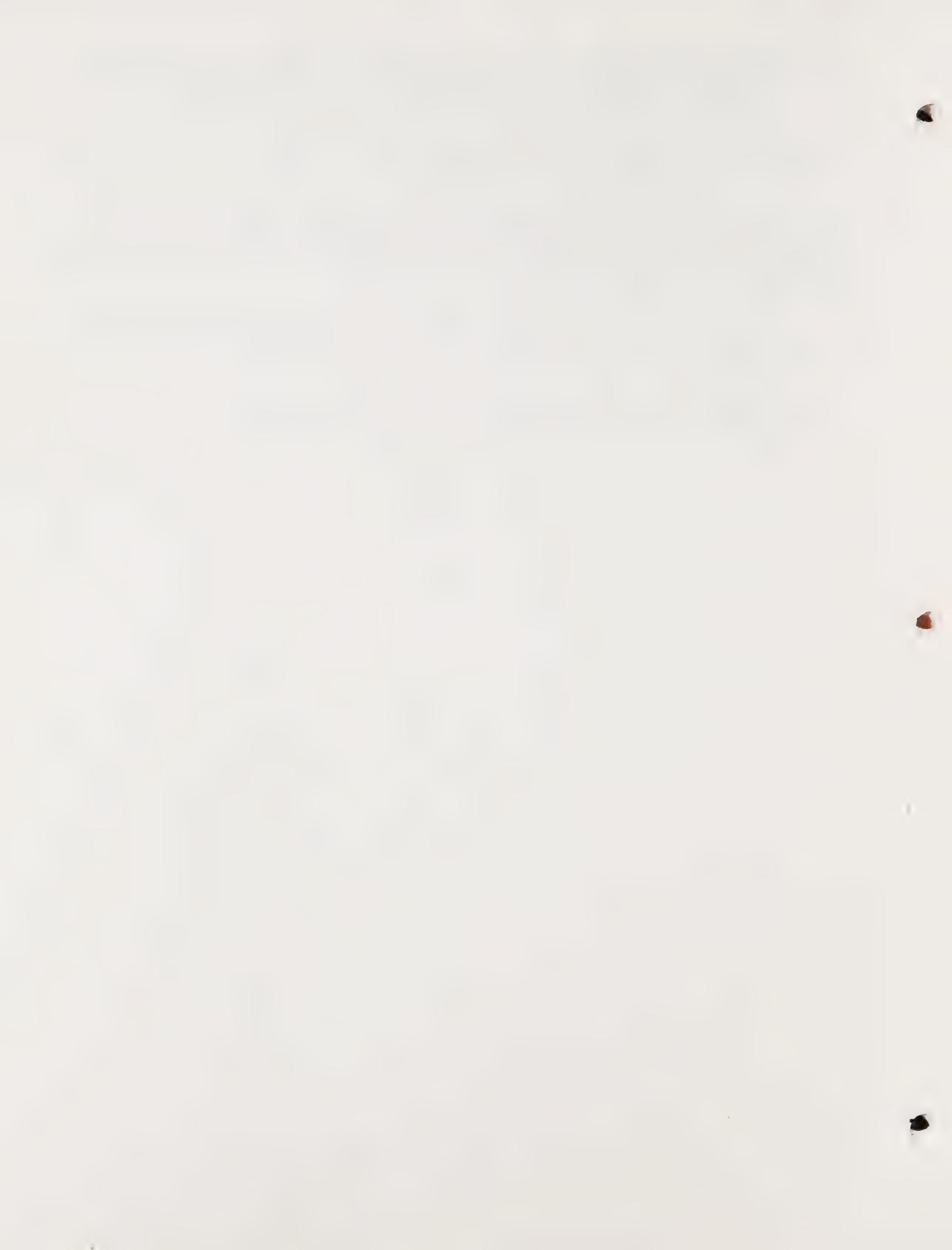
C. Problem Analysis has indicated a high priority concern over governmental restraints, either due to "red tape" or due to over-restrictive or improper ordinances, laws, and policies.

In order to ensure any measure of success for certain objectives, institutional changes must be made immediately.

The CDA will report the necessary changes to the City Council, through the City Manager, which will affect the following city concerns: zoning, building codes, and personnel practices, City Department Directors will cooperate in working out necessary changes with the CDA after receipt of policy guidance from the City Council.

The above procedure will also be used concerning Health, Welfare, Educational regulation, policies of Santa Clara County, and of the School Districts of the MNA.

Changes to state laws or required legislation, will be expressed through local legislators and through the office of the Lt. Governor.



CONCLUSION

This Mid Year Planning Report reflects the direction and commitment the San Jose Model Cities Program is aggressively attempting to achieve. This report describes how the First Year Comprehensive Plan is being developed, a summary of the Model Neighborhood problems and the causes of those problems, what San Jose wants to accomplish and what strategy will be used to achieve these objectives.

As described in detail in Section 1, the planning process shows who participates in the program, how the CDA and the community organization work together, and how projects are developed in the community task forces. One can clearly see how widespread involvement, both from the community-at-large, local government agencies and State and Federal, is coordinated into the overall goals.

In Section 2, each problem area was analyzed in depth and the major problems stated in clear and simple language. Because of the page limit, most of the backup data has been left out. However, much of it was included in the second submittal. As stated in Section 2, some problems may not in actuality exist to the degree the residents believe, however, these observations do not minimize the expressed concern of the community and their desire to eliminate that condition. The ranking of the major problems was a very interesting and challenging process. Both the CDA and community staff personnel used mathematical modes, scientific approaches, but even after that, there was a subjective human approach that tempered all of the decisions. The final evaluation was a composite of all of these approaches.

In stating the objectives, many factors had to be considered, as explained in Section 3. The objectives definitely stemmed from a broad and complex analysis of the major problems in the Model Neighborhoods. The first year objectives are also designed to attack the most important causes of the social, economic and environmental problems the residents have, especially in the areas of unemployment, housing, economic development and public transportation. The strategy for the whole program bears out the commitment of the CDA to involve all of the components, such as program management, plans, integration, budget control, contracts, etc., and all of the necessary agencies, organizations, and persons. The strategy section points out the important need to coordinate closely and frequently with Federal, State, County and City agencies, to recruit and persuade private enterprise to invest in the Model Cities Program, and to aggressively seek out community and individual participation in our projects.

In the final analysis, the organization has identified the neighborhood problems and stated its overall objectives. It is felt that the San Jose Model Cities Program is in the position to develop meaningful and far reaching first year action projects and to implement these projects in an efficient but significant manner.

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